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Effect of Managerial Restructuring on the Performance of Selected Public Universities in Kenya

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Abstract: *This study investigated the impact of managerial restructuring on the performance of selected public universities in Kenya. Descriptive statistics revealed moderate levels of cost restructuring, CEO replacements based on performance, low staff turnover, and restructuring in management functions and operational units. The regression analysis demonstrated a significant positive effect of managerial restructuring on performance, with a coefficient of 0.747. The correlation analysis further supported these findings, indicating positive associations between various aspects of restructuring and performance metrics. Multiple linear regression showed that the model explained a substantial portion of performance variance (R-squared = 0.553). The study concludes that managerial restructuring, as evidenced by CEO replacements and operational changes, has a positive and statistically significant impact on university performance. These results align with previous studies and contribute valuable insights for university administrators and policymakers.*

Keywords: Managerial restructuring, Performance of public universities, Cost restructuring, CEOs replacement, restructuring units of operation

I. INTRODUCTION

1.1 Background to the Study

Higher education's landscape has changed dramatically in recent years, resulting in proactive measures from academic institutions around the world. Within this context, managerial restructuring has emerged as a critical mechanism for adjusting to changing challenges and enhancing the effectiveness of organizations (Birkinshaw et al., 2019; Tushman& O'Reilly, 2021). This study explores the intricate connection between managerial restructuring and the performance of selected Kenyan public universities. Given the crucial function that universities play in the advancement of society, recognizing the impact of restructuring on their performance is critical.

The nature of the problem stems from the increasing level of complexity of the higher education environment, which is marked by transforming economic landscapes, innovations in technology, and changing expectations for learning (Arreola-Risa, 2019). Universities must address these obstacles while preserving and enhancing their efficacy metrics. Managerial restructuring, which includes changes to leadership, cost structure, organizational functions, and operational units, is a strategic response to these challenges. However, the efficacy of such restructuring in affecting university performance must be empirically assessed.

Previous studies in the subject have provided beneficial insights into how decisions made by managers affect the performance of organizations (Borgonovi et al., 2018; Fumasoli et al., 2020). However, in the Kenyan context, the specific relationship between administrative reorganizing and university performance has received little to no attention. This study contributes to the existing literature by exploring the distinctive observations of selected public universities in Kenya, shining light on the complexities of managerial restructuring and its effects on academic and operational effectiveness.

The goal of this article is to carefully examine the implications of managerial restructuring on university performance, using an in-depth strategy that includes various aspects of restructuring, such as leadership changes and operational adjustments (Fernandes&Meirelles, 2019). This study uses both descriptive statistics and regression analyses to identify correlations, trends, and causal interactions, contributing empirical proof to the ongoing discussion about university management and performance.

This paper makes a valuable contribution by conducting a research inquiry into the particular patterns of managerial restructuring in Kenyan public universities. The findings are anticipated to inform higher education officials, policymakers, as well as scholars about the efficacy of various restructuring strategies, allowing for evidence-based

decision-making in the pursuit of improved academic and operational outcomes. The following sections will delve deeply into the research methodology, findings, and repercussions for academia and higher education governance.

1.2 Statement of the Problem

The application of managerial restructuring strategies to an organization revitalizes the organization for growth and higher performance (Chakraborty & Dixit, 2013, Akumu &Nzulwa, 2018). Failure to heed to the need for managerial reengineering as a turnaround strategy leads to closure of an organization or through public administration. Managerial reorganization need to address the root causes of dissatisfaction, end the financial crisis, promptly enhance financial results, win back stakeholder support, and get past internal obstacles and unfavorable industry traits in order to achieve their goals (Muzny & Simba, 2019). This is the expected scenario of public universities in Kenya, however public universities are facing a financial crisis (Munene 2019), declining government funding with 2019/20 having reduced funding to university education by 9.1 percent and reduced capitation to Higher Education Loans Board (HELB) which funds students 7.1 percent (Mukwana et al., 2020) and tainted reputation (Mwangi&Waithaka, 2018).

The traditional public university operating model is broken; traditional revenue streams have dried up, automatic high student numbers from high school have declined by 15%, full student support via HELB has declined by 32%, operation without marketing has declined, and self-sponsored students, who provided much needed funds, have declined by 5% from 537,689 in 2016/17 to 509,473 in 2019/2020 (Mukwana*et al.*, 2020). If these challenges remain unchecked then the economic contribution in terms of human capital, research and innovation development besides community engagement would slow further. Certain studies have been done on firm-reversal stratagems but in non-education sectors like the petroleum industry where Kyalo (2015) did a case study of KenolKobil.

The empirical appraisal of extant studies confirms that the inquiry studies have been carried out in industries other than public higher education. To the best of the researchers' understanding, no research investigations have focused on how; cost restructuring,replacement of top managers, restructuring of functions and restructuring of units of operations approaches affect the performance of public universities in Kenya. The purpose of this research project is to close the knowledge deficit by estimating the implications of managerial restructuring on the success of public universities in Kenya's Rift Valley region.

1.3 Research Objective

i. To establish the effect of managerial restructuring on the performance of selected public universities in Kenya

1.4 Research Hypothesis

The study was guided by the following hypotheses:

i. H_O: Managerial restructuring has no statistical significance effect on performance of selected public universities in Kenya.

1.5 Limitation of the Study

The study's limitations can be defined as some flaws discovered in a given research study that may affect the generalizability of the findings (Maisya, Rahmat, &Rina, 2019). The researcher's limitations were mitigated to ensure that the weaknesses did not affect the research's outcomes. The first limitations encountered in the current study were time constraints, given that the study was cross-sectional in nature. This was overcome, however, by ensuring proper time allocation for various key activities during the data collection and analysis process. Second, the study used a questionnaire as a data collection tool, which is dependent on the respondents' attitude and honesty when it comes to sensitive information.

Respondents are always sensitive to issues relating to their business operations, so they are likely to be hesitant to provide required data or to provide misleading information. To address this, the questionnaire was pre-tested to ensure that sensitive questions were not included, as well as to explain the purpose of the study and assure respondents of the confidentiality of the information provided. Following the piloting, corrections were made to the questionnaire.

II. LITERATURE REVIEW

2.1 Theoretical Framework

The study will employ the following theories so as to illuminate on the relationship between managerial restructuring and performance based on the work of other researchers:

2.1.1 Contingency theory

The theory was proposed by Fiedler (1964), it explains the roles played by the organizational leaders with respect to their areas of operations. Contingency theory is considered to significantly enhance the understanding in strategic

management research. According to strategic contingency theory, scholars argue that an effective strategy is dependent on the causes of the firm's decline (Trahms, Ndofor, &Sirmon, 2013). This theory therefore becomes relevant to the analysis of the university management practices and how their actions contribute to the performance.

This theory provides the content of target areas of restructuring during the turnaround efforts in an organization (Wittig, 2017). The theory rests on four assumptions: that no universal or one best way to manage, that the design of an organization and its subsystems must 'fit' with the environment, that the effective organizations not only have a proper 'fit' with the environment but also between its subsystems and that the needs of an organization are better satisfied when it is properly designed and the management style is appropriate both to the tasks undertaken and the nature of the work group (Trahms et al., 2013, Zhu &Zhichang 2002). This writer contends that the model is relevant in examining turnaround approaches and business performance because it endorses the parameters management, portfolio, and operational concepts.

In conclusion, contingency theory provides a useful framework for public universities to develop effective turnaround strategies. The contingency theory suggests that different situations require different strategies, and there is no one-size-fits-all approach to turnaround strategies for public universities. For example, a university that is facing declining enrollment may require a different strategy compared to a university that is struggling with financial sustainability (DeArmond et al., 2022).By considering the specific challenges and context of each institution, universities can develop a range of alternative strategies and select the most appropriate one based on the specific circumstances.

2 .1.2 Resource Based View Theory

The resource-based view (RBV) championed by Jay Barney (19891), contends that firms hold resources, a subsection of which permit them to attain superior short term advantage, and a subcategory of those that lead to superior long-term performance (Wade &Hulland, 2004). The firm resources having the valuable and rare quality is touted to bring forth competitive advantage which can be translated to a sustainable long term benefits if the firms are able to protect the resources from imitation, transmission and substitution (Barney, 1991).

The theory considers organizations and to this extent universities as a bundle of resources capable of having rare qualities to insure sustainable competitive advantage. The theory therefore becomes relevant in management reorganization studies so as to help the management in understanding how the organizations can be able to exploit the available resources and capabilities to counteract with the economic crisis dilemma (Nyagiloh1 &Kilika, 2020). In conclusion, RBV theory provides a useful framework for public universities to develop effective management turnaround strategies by leveraging their unique resources and capabilities of their managers. By recognizing, appraising, and incessantly refining these assets and competences, public universities can grow a competitive lead and overcome the challenges faced by the institution.

2.2 Conceptual Framework

The independent variables are; CEO replacement, cost restructuring, Function and units of operation restructuring (Muzny & Simba, 2019), the dependent variables are organizational performance. The variables and their relationships is shown in figure 2.1

Independent Variable Depended Variable

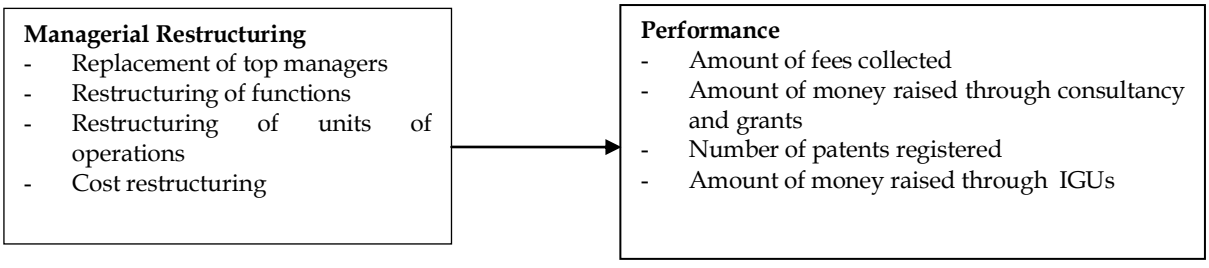

Figure 1: Relationship between Managerial Restructuring and Performance

2.3 Managerial Restructuring and Performance

Managerial restructuring involves adjustments in the hierarchical structure of an organization causing elimination, combination or creation of functions and units of operation (Davis, Eisenhardt& Bingham, 2009). They further add that the process of managerial or otherwise referred to as corporate or organization restructuring leads to exchange of top manager, boards of directors, heads of units and reduction in workforce (Eichner 2010).

This focus of restructuring has been found to have mixed results on performance. Bowman and Singh (2013) linked management restructuring that involved sacking of workers negatively affecting performance. On the other hand Notanubun, Ririhena, and Batlolona (2019), link a properly executed restructuring process to favorable employee

placement and accordance of opportunity to perform to difference units of an organization which increases performance.

In a study by Akumu and Nzulwa (2018) that used the Kenya National Audit Office reports to explore the correlation within restructuring actions and business outcomes found positive correlation between delivering in an organization and improved performance. The study conceptualized managerial restructuring to constitute delivering which called for elimination of some sections and combination of others thus cutting costs and enhancing performance.

While implementing corporate restructuring leadership is vital (Rosing, Freses, &Baus-ch, 2011). Ambidextrous leadership is reinforced by the literature as commendably addressing the administrative tension and maintaining balance between the managerial change efforts and an increase in production (Lin &Yoo, 2013). The need to change top leadership to one that through its operations performance improves is the goal of the process. The ambidextrous manager manages the pressures between exploration and exploitation, as well as the stability between the need to revolutionize and the need to produce (Bakari, Hunjra, &Niazi, 2017).

In the telecommunications sector, Gituma&Gachunga (2016) established a positive correlation between performance and corporate restructuring that encompassed the rightsizing and downsizing of employees. The study used Airtel Kenya Limited. The study highlights the benefits as enhanced quality of work, reduced risks of the firm failure, enhanced quality and quantity operations of activities, enhanced decision making and problem solving in the organization besides ease of tracking available resources.

In the execution of turnaround strategies Angwin, McGee, and Sammut-Bonnici (2015) advocate for a top down approach to the changes in management of an organization. They construe turnaround strategy targeting the top management is featuring a good management, an appropriate leaner organizational structure and tight controls on the cost structure of the organization. They further identify causes of organizational decline that necessitate the use of turnaround strategies as: over or rapid expansion, inadequate financial controls or high costs of operation, new competition entering the market, unforeseen demand shifts in the market and poor management which relate to the situation facing Kenyan public universities.

2.4 Empirical Review of Managerial Restructuring

In 2019, Waweru and Maina carried out investigations on the National Police Service of Kenya's corporate reorganization and organizational efficiency. They conceptualized corporate restructuring as capturing; portfolio, financial, operational and organizational restructuring. The study employed a cross –sectional descriptive survey design collecting data from 60 respondents from a target of 296 in Nairobi County. The study concluded that; portfolio restructuring focused on service delivery enhances performance, portfolio restructuring encourages corporation between different units, financial restructuring leads to cutting of costs and organizational restructuring leads to reduction in complexities of performing duties and eliminates duplication of roles. The study does not give results of the long term connection between corporate rearrangement and performance subsequently data was generated at one point in time and only used the National Police Service hence may relate to other sectors.

Roberts (2015) on his part looked at the role of management in the turnaround process among UK manufacturing firms. Roberts utilized the case study design. The study construed role of top management by top managers' incumbents' vs. their replacements, top managers' characteristics and top managers techniques. The firms studied had employed retrenchment which leads to cost reduction and asset disposal, increased marketing efforts and new product development, asset renewal, capital expenditure reductions and cash flow management. The study employed a case study design hence results may not be generalized to other firms besides it was conducted outside the Kenyan location.

On her part Amboka (2012) researched on a Kenyan company with the title of the study beiang, structural reorganization as a calculated approach to performance by Safaricom limited. The study sought to establish the process of restructuring and the outcomes of the process to performance. According to the study, Safaricom's financial and operation results have improved as a consequence of a reorganization exercise. While the study focused on a Kenyan firm and used a case study design, it may not be appropriate for the public higher education industry.

2.5 Critique of the Existing Literature Relevant To the Study

The study by Waweru and Maina (2019), focused on the National Police Service whose focus is serving the public with no opportunity to rising own finance like the public universities are. The study collected data using a questionnaire from Nairobi County only. The shortcoming with this is that the data collected was not triangulated with another method and regional differences in police operations may vary from county to county.

Similarly, Roberts (2015) conducted a different investigation in this area, this time utilizing a case study approach and data taken from two UK middle-tier production companies. The design of a case study presents difficulties in

extrapolating the study's findings. Additionally the study is based on a manufacturing sector which is different from the proposed study which is in the service sector; hence its results may not apply to the present target sector.
The research conducted by Amboka (2012) was based on a Kenyan firm entitled, organizational restructuring as a strategic approach to performance by Safaricom limited. The study is based on a Kenyan firm which is in telecommunication sector and is different from the proposed study and employed a case study design hence may not apply to the public education sector.

III. RESEARCH METHODOLOGY

3.1 Research Design

Essential parts of a design blueprint points out a data generation process, data tool creation process and method of arriving at a sample (Sileyew, 2019). The study applied the correlational research design and used census survey methodology. Correlational research design is a type of research design that involves the measurement of two or more variables to determine whether and how they are related. Correlational research design can be used to predict outcomes based on the association amid variables. Additionally, correlational study design saves time and cost of conducting a study. Correlational investigation approach can be a more time and cost-effective choice paralleled to experimental inquiry designs (Seeram, 2019). This is because it does not involve the manipulation of variables or the control of extraneous variables, which can be time-consuming and costly.

3.2 Population of the Study

A community of interest in a study is a group of elements that reflect how an investigator intends to take a broad view of the results of the inquiry (Bhattacherjee, 2012). The study's identified a population encompasses all of Kenya's public universities. The unit of analysis from the focus population is the university managers. According to the Commission of university education CUE (2020) Kenya has 38 public universities.

3.3 Sampling Frame

A sample frame is regarded as an actual depiction of utterly all constituents in the population from which a few making up a sample is chosen from (Sekaran&Bougie, 2009. According to Mathooko and Ogutu, (2014) key decisions in university management are influenced by Vice chancellors, deputy vice chancellors, deans of faculties, principals of colleges and campuses, section heads and student leaders. University managers from public universities based in Rift Valley region were sampled. The chosen persons in these institutions formed units of inquiry and were supplied with a questionnaire to respond to. The unit of analysis was chosen due to financial, time and distance constraints beside availability of information. Rift valley region, Kenya has 6 public universities; Egerton University, Moi University, University of Kabianga, University of Eldoret, Laikipia University and Masai Mara University (CUE, 2021). The region seems under-researched as other scholars have focused on other areas; Dzinekou and Arasa (2018) focused on Nairobi county private universities, Mureithi, (2020) who focused on Universities in Mt. Kenya Region.

3.4 Sample Size and Sampling Technique

Sample size represents the total of observations engaged from a population by which statistical interpretations for the complete population are prepared (Burmeister & Aitken, 2012). A sample magnitude ranging from 30 to 500 at a 5% confidence level remains largely sufficient (Kiiru, 2015). The study used census survey design since the total number of University managers in the target population was 93, all were treated as the subject in the survey

3.5 Primary Data

Primary data is data generated for the first time by a researcher for the purposes of investigating a certain issue (Anyona, 2017). The researcher suggested using a questionnaire to collect primary data in the study. The tool has the advantages of straightforwardness and simplicity, and it facilitates the user to collect an extensive quantity of data from a large number of people (Ryan, 2013).

3.6 Data Collection Procedure

The researcher sought for an approval letter from National Commission for Science Technology and Innovation (NACOSTI) allowing her to collect the data. The researcher also sought approval from the Department to proceed and collect the data. The data collection questionnaire was self-administered and hence the researcher personally traveled to these institutions with the introduction letters to seek consent to collect the data. Then the researcher identified the targeted respondents whom she dropped the questionnaires then picked at an appropriate time. In case of ambiguity the researcher made some clarification so as to enhance the validity of the data. Considerations were taken throughout the process of gathering data to guarantee the organized accumulation and documenting of findings (Kombo& Tromp, 2006).

3.7 Pilot Test

The study chose to sample at least 36 people to ensure that the sample mean distribution approaches a normal range regardless of the true population distribution (Stock & Watson, 2019). Respondents who participated in the pilot test were not included in the final study The 36 respondents were drawn from Embu University, Kirinyanga University and the Cooperative University of Kenya which are outside the Rift Valley region. The pre-testing was to aid in refining the content and language used in the questionnaire. Calculation of the Cronbach's Alpha test was computed to facilitate the understanding of reliability and validity of the survey tool that was used to collect data (Aithal&Aithal, 2020).

3.7.1 Reliability Test

Reliability denotes whether a measure provides corresponding outcomes at different periods (Wamwayi, 2015). Cronbach's alpha coefficient was used to determine the reliability and internal consistency of the 18-item Turnaround strategies and performance (Aithal&Aithal, 2020). The results indicated that the scale had good reliability and internal consistency (Cronbach's alpha coefficient = 0.762). A value of 0.7 and above is recommended (Pallant, 2011) and this study intended to apply these criteria (Kara et al., 2020).

3.7.2 Validity Test

Validity of research tool specifies the degree to which it measures what it purports to measure (Mboya, 2019). Validity has to do with how results gotten from an investigation reflect and symbolize the variables of a study (Mugenda&Mugenda, 2008). Through discussing the research tool with the university's supervisors and research experts, construct validity was ascertained. The supervisors and research professionals offered suggestions, comments, helpful elements, and revisions that aided in the validation of the instruments.

3.8 Data Analysis and Presentation

Returned questionnaires were edited for comprehensiveness and consistency. They were coded, checked for incorrectness and omissions (Kothari, 2014). Then data was entered into the computer for calculation of descriptive statistics by use of Statistical Package for Social Sciences (SPSS version 24). Descriptive statistics like mean, frequency and standard deviation were employed to summarize the data on profiles of the respondents and Universities and the study variables. Simple and multiple regression analysis were applied to test the research hypotheses.

3.9Hypotheses Testing

Appropriate multiple regression equations was used to generate a collective model that specified the impact of all of the identified independent parameters (Managerial Restructuring) on the dependent factor (performance). The model made the presumptive connection between turnaround strategies and performance easier to comprehend.

The simplified model of the equation: Y = f (X)- 1

The objective of the study sought to establish the effect of managerial restructuring on the performance of selected public universities in Kenya. It was predicted that managerial restructuring led to improved performance. To test the hypothesis simple regression analysis was used. The regression equation was adopted and developed:

2. $Y= \alpha_1 + \beta_2 x_2 + \varepsilon$

Where;

Y= Performance

α_1 = The Y intercept

β_2 = Regression coefficient

X_2 = Managerial restructuring

ε = the error of prediction.

IV. RESEARCH FINDINGS AND DISCUSSION

4.1 Response Rate

The sample size for the study was 93 people from six public universities in Kenya's Rift Valley. The sample size was determined by 93 responders, and 68 completed questionnaires were returned, resulting in a 73% response rate. Mugenda and Mugenda (2008) believed that a response rate of seventy percent of the sample size is very good. As a consequence, a reply rate of 73% was appropriate for drawing study results. Kothari (2009) defines an ordinary response rate as 50%, a sufficient response rate as 60%-70%, and anything above 70% as remarkable. As a result, this response rate accurately represented respondents in providing data for analysis and generation of conclusions.

4.2 Length of Service in the University

19.1% of the respondents had served for less than 5 years as well as between 6 to 10 years in the universities. 52.9% of the respondents had served in the universities for periods ranging from 11 to 15 years. Only 8.8% of the respondents had served for periods longer than 16 years

4.3 Diagnostic Tests for Assumptions in the Regression Model

As stated by Kenyanya and Ombok (2018), the data was reviewed to ensure that it did not violate the assumptions of the traditional linear regression model before being regressed for analysis purposes. This was done to make sure that the data produced the best unbiased least squares estimators. The common tests that should be run, according to Cooper and Schindler (2011), include normality, homoscedasticity, multicollinearity, and serial correlation. The subsections below provide an explanation of the tests' results.

4.3.1 Multicollinearity

Multicollinearity implies that the explanatory variables have a lot of correlation with one another (Gujarati, 2010). In order to determine whether information produced by the independent variables; operational, managerial and diversification and variations in the dependent variable performance overlap, the study also used multicollinearity diagnostics (Mboya, 2019). The variance inflation factor (VIF), which increases with multicollinearity, served as a gauge of the extent of information overlap provided by variables. The VIF values computed were cost restructuring 1.212, CEO replacement 1.316, Function restructuring 1.12, Staff turnover 1.34 and units of operation restructuring 1.155. These predictor VIF values indicated that there was no multicollinearity among the predictor variables since their values lied within the acceptable limit of 1 to 10 (Ray-Mukherjee et al., 2014). Table 1 has these values.

Table 1:Variance Inflation Factor (VIF) Values

	Collinearity Statistics	
	Tolerance	**VIF**
Cost restructuring	.825	1.212
CEO replacement	.760	1.316
Units of operation restructuring	.866	1.155
Function restructuring	.812	1.12
Staff turnover	.791	1.34

4.3.2 Heteroscedasticity

The variance of the error term is not constant due to heteroscedasticity. If this case exists in a model, least squares results may no longer be accurate, and t-test and f-test results may be misleading (Williams, 2015). The heteroscedasticity test identified the situation in which a variable's variability is the same across the range of values of a second variable that predicts it (Asma'Mustafa& Ismail, 2016). Scatter plots of the variable data were used to test this. The scatter points are in the lowest half of the scatter plot, indicating that the variables may have poor correlation. The scatter point distribution indicated that the requirements of linearity and homoscedasticity were met, and a correlation test can be performed.

4.3.3 Normality

Normality checks were employed to gauge whether the data set was-modeled by a normal distribution and to figure out how likely was a chance for a variable from the data set to be normally scattered (Gujarati, 2010). The study employed the Shapiro-wilk test which has the ability to detect if a sample was generated from an abnormal spread and was conducted with the help of SPSS (Ghasemi&Zahediasl, 2012). The Shapiro-wilk test results for the variables were all above 0.05

4.3.4 Linearity

A good model fit does not violate the ordinary least squares linearity assumption, which states that when the dependent and independent variables are plotted, they must remain linear in parameters (Gujarati, 2010). This assumption was tested using Cartesian residual graphs. According to the scatter plots, the predictor variables in the regression exhibited a straight-line connection with the result variable. This assumption had not been broken because the residuals were normally distributed and homoscedastic.

4.3.5 Outliers

Outliers are extreme values that are outside of the expected range and distinct from other data (Mboya, 2019). Outlier detection and correction improves model fitting because incorrect data can produce misleading models and predictions (Anderson et al., 2014). Outliers were checked during data collection, coding, and entry into computer software.

4.4 Management Restructuring Descriptive Statistics

Table 2: Descriptive Statistics for Management Restructuring

	N	Min	Max	Mean	Std. Deviation
The university has done cost restructuring in the last five years	68	1.00	5.00	2.7794	1.27952
The CEOs replacement was occasioned by performance	68	1.00	4.00	2.7059	.96288
The university has had a low staff turnover in the last five years	68	1.00	5.00	2.5294	.98452
The university has restructured the management functions in the last five years	68	1.00	5.00	2.7941	1.19150
The university has restructured units of operation in the last five years	68	1.00	5.00	2.9853	1.20314

Table 2 summarizes descriptive statistics of various aspects related to the university's managerial activities over the last five years. The mean score of 2.78 suggested a moderate level of cost restructuring within the university over the past five years. The variability (standard deviation of 1.28) indicated some diversity in the extent of cost-related changes, ranging from 1 to 5. Additionally, data suggested that CEO replacements have occurred, with a focus on performance-related reasons.

The average score of 2.71 indicated a moderate level of CEO replacements due to performance issues, and the relatively low standard deviation (0.96) suggested a more consistent pattern. Also, the average score of 2.53 suggested that, on average, the university had experienced a relatively low staff turnover over the specified period. The standard deviation of 0.98 indicated a moderate level of variability in staff turnover, ranging from 1 to 5. Furthermore, the data suggested that the university had engaged in restructuring its management functions. The average score of 2.79 indicated a moderate level of restructuring, and the standard deviation of 1.19 suggested some variability in the extent of the changes. Finally, the data indicated higher average score of 2.99 for restructuring of units of operation, suggesting a relatively elevated level of changes in that aspect. The standard deviation of 1.20 indicates some variability in the extent of restructuring in operational units.

4.5 Managerial Restructuring and Performance Correlations

As indicated in Table 3 the correlations between Management Restructuring and performance show mixed results. There is a weak positive correlation of 0.056 between the Replacement of the CEO and Performance, which is not statistically significant ($p > 0.05$). However, whether the replacement of the CEO was caused by performance issues has a stronger positive correlation of 0.392**, which is highly statistically significant ($p < 0.01$). This suggests that this specific aspect of Management Restructuring is positively related to performance. The third aspect of Management Restructuring which is staff turnover in the last five years has a significant positive correlation of 0.448** ($p < 0.01$) with Performance, indicating a strong positive relationship. The fourth aspect of Management Restructuring which is Management function Restructuring also has a significant positive correlation of 0.508** ($p < 0.01$) with performance, indicating a strong positive relationship. Finally Restructuring of units of operation has a significant positive correlation of 0.364** ($p < 0.01$) with performance, indicating a strong positive relationship.

In general, the data suggested that certain aspects of management restructuring are positively related to performance, with some correlations being statistically significant. However, there are also weak negative correlations between different aspects of Management Restructuring. These findings can be valuable for understanding the relationship

between management restructuring and performance within the context of the dataset, and further analysis may be needed to determine the practical implications of these correlations.

Table 3: Managerial Restructuring and Performance Correlations

Correlations							
		Cost Restructuring	**CEO replacement caused by performance**	**Staff Turnover**	**Management function Restructuring**	**Restructuring of units of operation**	**Performance**
Cost Restructuring	Pearson Correlation	1	.056	.307*	-.295*	-.274*	.004
	Sig. (2-tailed)		.653	.011	.015	.024	.975
	N	68	68	68	68	68	68
CEO replacement caused by performance	Pearson Correlation	.056	1	.167	.675**	-.377**	.392**
	Sig. (2-tailed)	.653		.174	.000	.002	.001
	N	68	68	68	68	68	68
Staff Turnover	Pearson Correlation	.307*	.167	1	.094	.082	.448**
	Sig. (2-tailed)	.011	.174		.444	.505	.000
	N	68	68	68	68	68	68
Management function Restructuring	Pearson Correlation	-.295*	.675**	.094	1	.196	.508**
	Sig. (2-tailed)	.015	.000	.444		.110	.000
	N	68	68	68	68	68	68
Restructuring of units of operation	Pearson Correlation	-.274*	-.377**	.082	.196	1	.364**
	Sig. (2-tailed)	.024	.002	.505	.110		.002
	N	68	68	68	68	68	68
Performance	Pearson Correlation	.004	.392**	.448**	.508**	.364**	1
	Sig. (2-tailed)	.975	.001	.000	.000	.002	
	N	68	68	68	68	68	68
*. Correlation is significant at the 0.05 level (2-tailed).							
**. Correlation is significant at the 0.01 level (2-tailed).							

4.6 Regression Analysis

Table 4: Model Summary for Managerial Restructuring and Performance

Model Summary[b]										
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**	**Change Statistics**					**Durbin-Watson**
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.744[a]	.553	.517	.41956	.553	15.332	5	62	.000	2.547
a. Predictors: (Constant), Cost Restructuring, replacement CEO replacement caused by performance, Staff turnover, Management function Restructuring and Restructuring of units of operation										
b. Dependent Variable: Performance										

As demonstrated in Table 4, the framework suggested that the correlation coefficient (R) is 0.744. This illustrates a somewhat substantial beneficial linear connection between the predictors (independent variables) and the dependent variable (Performance). The closer R gets to one, the stronger the relationship. The coefficient of determination (R^2) is 0.553, indicating that the independent variables in the model account for approximately 55.3% of the variance in the dependent variable (Performance). In other words, the model explains a substantial portion of the variability in Performance.

The adjusted R^2 is 0.517. It adjusts the R^2 value based on the number of predictors in the model. A higher adjusted R^2 indicated that the model is a better fit for the data. In this case, it suggested that the predictors collectively contributed to explaining the variance in Performance. The standard error of the estimate is 0.41956. That represented the average error between the predicted values and the actual values of Performance. A lower standard error indicated a better fit of the model to the data.

The R^2 change is 0.553, indicating the increase in the R^2 value compared to a null model (no predictors). This change in R^2 shows how much better the model with predictors is at explaining the variance in Performance compared to a model without predictors. The F-statistic is 15.332 with 5 and 62 degrees of freedom. The statistic was used to test whether the model (with predictors) was a better fit than a null model (without predictors). The associated p-value was 0.000, which was less than the significance level of 0.05. This suggested that the model was statistically significant, and at least one of the predictors contributed significantly to explaining the variance in Performance.
Durbin-Watson: The Durbin-Watson statistic was 2.547. The statistic tests for the presence of autocorrelation in the residuals (errors). A value close to 2 suggested no significant autocorrelation. In this case, the value of 2.547 indicated that there was likely no substantial autocorrelation in the model's residuals.
In summary, the regression model appeared to be a good fit for the data, as indicated by the strong correlation (R), the relatively high R^2 value, and the significant F-statistic. The predictors included in the model collectively explain a significant portion of the variance in Performance, and there was no strong evidence of autocorrelation in the residuals. This suggested that the model may be useful for predicting or explaining Performance based on the included predictors.

4.7 Hypothesis Testing for the Research Objective

Table 5: Model Coefficients for Managerial Restructuring and Performance

Coefficients[a]								
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**	**95.0% Confidence Interval for B**	
		B	**Std. Error**	**Beta**			**Lower Bound**	**Upper Bound**
1	(Constant)	.652	.279		2.336	.023	.095	1.209
	Management	.747	.099	.680	7.531	.000	.549	.945
a. Dependent Variable: Performance								

As per Table 5, to test the hypothesis that managerial restructuring has an effect on the performance of selected public universities in Kenya, the results of the regression analysis was examined. The regression equation;

$Y = \alpha 1 + \beta 2 * X2 + \varepsilon$

Where:

- Y = Performance
- α1 = The Y intercept (Constant)
- β2 = Regression coefficient for Managerial Restructuring
- X2 = Managerial Restructuring
- ε = the error of prediction

The resultant equation is

$Y = 0.652 + 0.747X2$

Thus, the interpretation of the coefficients and the results:

The constant (Y intercept) is 0.652. This represents the estimated mean performance score when the value of Managerial Restructuring (X2) is zero. The coefficient for Managerial Restructuring ((β2) is 0.747. This coefficient represents the change in the estimated mean performance score for each unit change in Managerial Restructuring while holding all other variables constant.

To test the hypothesis, the researcher looked at the significance of the coefficient for Managerial Restructuring (β2). The t-statistic for Managerial Restructuring is 7.531, and the associated p-value is 0.000. The null hypothesis (H0) is typically that there is no effect ($\beta 2 = 0$), and the alternative hypothesis (H1) is that there is an effect ($\beta 2 \neq 0$). In this case, the p-value is much less than the significance level (usually 0.05), which means we have strong evidence to reject the null hypothesis. Therefore, based on this analysis, it can be concluded that there is a statistically significant effect of Managerial Restructuring on Performance. The positive value of the coefficient suggested that an increase in Managerial Restructuring is associated with an increase in Performance.

The 95% confidence interval for β2 is from 0.549 to 0.945. This interval gives a range within which the true value of the population parameter β2 is likely to fall with 95% confidence. Since the interval does not include zero and is entirely positive, it further supports the conclusion that Managerial Restructuring has a positive and statistically significant effect on Performance.

In the end, the discoveries of the simple regression analysis convey compelling statistical proof that corroborates the hypothesis that managerial reorganizing leads to superior performance in opted for Kenyan public universities. The coefficient for Managerial Restructuring is statistically significant ($p < 0.001$), and the confidence interval indicates a positive effect size. This suggests that as managerial restructuring increases, performance is expected to improve.

Table 6: Model Summary

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.816[a]	.665	.650	.35718
a. Predictors: (Constant), Cost, Units and function restructuring, CEO replacement, Staff Turnover				

From the model summary Table 6, the correlation coefficient (R) of 0.816 indicated a strong positive linear relationship between the dependent variable and the predictors. The R Square of 0.665 suggested that approximately 66.5% of the variability in the dependent variable is explained by the independent variables in the model. The Adjusted R Square accounts for the number of predictors and is slightly lower at 0.650, indicating a good fit that adjusts for the number of predictors.

Table 7: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	16.243	3	5.414	42.439	.000[b]
	Residual	8.165	64	.128		
	Total	24.408	67			
a. Dependent Variable: Performance						
b. Predictors: (Constant), Diversification, Operational, Management						

The ANOVA results in Table 7 indicated that the regression model is statistically significant. The F-statistic of 42.439, with a p-value (Sig.) of .000, suggested that the overall model was a good fit and was not likely to have occurred by chance alone. The Regression section represents the variance explained by the model (16.243), and the Residual section represents the unexplained variance (8.165). The difference between the total variance and the unexplained variance is the variance explained by the model.

V. SUMMARY, CONCLUTIONS AND RECOMMENDATIONS

Under this section, brief arguments are presented to summarize the study. Results and deductions are part of the discussion, besides further investigative suggestions to practitioners and academicians.

5.1 Summary of Results

Correlation analysis was conducted to assess the relationships between various aspects of managerial restructuring (CEO replacement, VC replacement caused by performance, Staff turnover, Management function Restructuring, and Restructuring of units of operation) and performance metrics.

The results of the correlation analysis were that; cost restructuring had a weak positive correlation with performance, which was not statistically significant. CEO replacement caused by performance had a strong positive correlation with performance, indicating a significant positive relationship. Low turnover among employees was highly correlated with achievement, demonstrating an enormous beneficial relationship. Administration Function Restructuring had an extremely favorable association with achievement, pointing to a substantial positive relationship. The reorganization of units of operation showed an intensely positive association with performance, suggesting a significant beneficial association.

To look into the implications of executive reorganization, an analysis using multiple linear regression was performed. The model summary provided that; the model explains a significant portion of the variance in performance, with an R-squared value of 0.553. The F-statistic was significant ($p < 0.001$), indicating that at least one predictor significantly contributed to explaining performance.

The hypothesis that administrative reorganizing had a consequence on productivity was investigated using an ordinary regression analysis. Conclusions show that, the coefficient for Managerial Restructuring was 0.747, and it was highly statistically significant. The 95% confidence interval for the coefficient was entirely positive, further supporting the conclusion that Managerial Restructuring has a positive and statistically significant effect on performance. The results mirror studies conducted by Wangui et al., (2021), Sitel, (2023) and Zacharias et al., (2021).

5.2 Conclusions

Per the findings for the research objective, management restructuring has a substantial and beneficial effect on the performance of selected public universities in Kenya. Specific aspects of managerial restructuring, such as cost restructuring, low staff turnover, Management function restructuring, and restructuring of units of operation, show strong positive correlations with improved performance. The regression analysis provides strong statistical evidence, with a significant correlation coefficient and an advantageous effect magnitude, implying that as administrative rearranging rises, performance should improve.

These findings demonstrate that intended managerial re organizing can be a viable strategy to boosting the efficacy of public universities in Kenya. However, it is essential to consider the specific components and processes of managerial restructuring to maximize its positive effects. Further research and analysis may be necessary to delve deeper into the nuances of these relationships and identify best practices for implementing managerial restructuring strategies in the context of higher education institutions.

5.3 Recommendations

Recommendation for University Management is that they should acknowledge the significant and positive impact of managerial restructuring on university performance. Specifically, consider prioritizing strategic managerial restructuring efforts, including cost and management functions re-engineering besides the units of operation. This strategic emphasis may contribute to enhanced overall university performance.Recommendation for Researchers is to conduct further research to explore additional factors and interactions that may influence university performance. While the current study identifies certain strategies and correlations, there may be other variables not considered in this analysis. A more comprehensive understanding of the dynamics affecting university performance will contribute to evidence-based decision-making and effective strategy development.

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