

ORGANIZATIONAL RESTRUCTURING AND CORPORATE PERFORMANCE IN PUBLIC SECTOR ORGANIZATIONS IN RIVERS STATE

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A B S T R A C T	K E Y W O R D S
<p>The study investigated the effect of organizational restructuring on corporate performance in public sector organizations in Rivers State. The study specifically examined how restructuring frequency, implementation quality, and communication strategies influence operational efficiency, service delivery, and overall organizational effectiveness. Data were collected from annual reports, internal performance records, and official documents of selected public sector organizations through a desk survey method. Ordinary least squares of multiple regression models were used to determine the effect of restructuring practices, while correlation analysis was employed to examine the relationship between organizational restructuring and corporate performance. The results revealed that well-planned and effectively implemented restructuring has a significant effect on corporate performance in public sector organizations. The findings further indicated a strong positive relationship between the quality of restructuring implementation and improved efficiency, stakeholder satisfaction, and service delivery outcomes. It was recommended that public sector organizations should adopt comprehensive restructuring frameworks, ensure clear communication of changes, and provide training to support staff adaptation and engagement. This would enhance operational efficiency, service delivery, and overall organizational performance in Rivers State.</p>	<p>Organizational restructuring, corporate performance, public sector organizations, Rivers State.</p>

INTRODUCTION

Public sector organizations constitute a fundamental component of governance and socio-economic development in modern states. They are established primarily to provide essential services, implement public policies, and promote the welfare of citizens. In Nigeria, public sector organizations operate at the federal, state, and local government levels, performing critical functions in areas such as education,

healthcare, infrastructure development, environmental management, public administration, and economic regulation. In a resource-rich and economically strategic state like Rivers State, public sector organizations play a significant role in managing public resources, delivering services to citizens, and facilitating sustainable development. However, despite their strategic importance, many public institutions continue to face persistent challenges relating to inefficiency, bureaucratic rigidity, duplication of functions, poor service delivery, and suboptimal corporate performance.

Corporate performance in the public sector refers to the extent to which government organizations achieve their mandates effectively, efficiently, and responsibly. Unlike private organizations that measure performance primarily in terms of profitability and market share, public sector performance is evaluated based on service quality, accountability, transparency, responsiveness, resource utilization, and the achievement of policy objectives. High corporate performance in public organizations translates into improved service delivery, citizen satisfaction, prudent financial management, and enhanced public trust. Conversely, poor performance often manifests in project delays, waste of public funds, low staff morale, inadequate service provision, and declining public confidence in government institutions.

One of the strategic mechanisms adopted globally to improve organizational effectiveness and efficiency is organizational restructuring. Organizational restructuring refers to the deliberate process of redesigning an organization's structure, systems, roles, processes, and operational frameworks to improve performance and adaptability. It may involve merging departments, redefining reporting relationships, decentralizing or centralizing authority, downsizing redundant units, introducing new technologies, or redefining strategic objectives. In the public sector, restructuring is often driven by the need to eliminate inefficiencies, reduce operational costs, improve accountability, and align institutional structures with changing policy priorities and environmental demands.

In Nigeria, public sector reforms have been implemented at different periods to enhance administrative efficiency and service delivery. These reforms often emphasize restructuring ministries, departments, and agencies to reduce bureaucratic bottlenecks and promote performance-oriented management. In Rivers State, various public institutions have undergone structural adjustments aimed at improving governance outcomes and aligning with broader national reform agendas. However, the outcomes of such restructuring efforts have produced mixed results, with some organizations experiencing improvements in coordination and performance, while others continue to struggle with internal resistance, unclear role definitions, and operational disruptions.

Organizational restructuring in the public sector is frequently associated with both opportunities and challenges. On one hand, restructuring can streamline processes, clarify responsibilities, enhance communication channels, and eliminate redundant functions. It can also foster innovation and adaptability by introducing modern management practices and performance monitoring systems. On the other hand, poorly managed restructuring initiatives may generate uncertainty among employees, reduce morale, disrupt service delivery, and create confusion regarding authority and accountability. Resistance to change, political interference, and inadequate stakeholder engagement often hinder the successful implementation of restructuring programs in public institutions.

Corporate performance in public organizations is influenced by several factors, including leadership effectiveness, organizational culture, human resource management practices, financial management systems, technological infrastructure, and governance frameworks. Among these factors, organizational structure plays a crucial role in determining how efficiently resources are allocated,

how decisions are made, and how responsibilities are coordinated. A rigid and overly centralized structure may slow decision-making and limit innovation, while a well-designed and flexible structure can promote accountability, efficiency, and responsiveness to public needs.

In the context of Rivers State, public sector organizations operate within a dynamic socio-economic and political environment characterized by increasing population demands, fiscal pressures, policy reforms, and technological advancement. These realities necessitate continuous evaluation of institutional structures to ensure alignment with contemporary governance standards. As public expectations for transparency, efficiency, and accountability continue to rise, restructuring becomes an essential strategic tool for enhancing institutional performance and service delivery outcomes.

Empirical studies conducted in various countries have established a relationship between organizational restructuring and improved corporate performance when restructuring is strategically planned and effectively implemented. These studies suggest that restructuring initiatives that emphasize clear communication, employee involvement, leadership commitment, and performance measurement mechanisms are more likely to yield positive outcomes. However, evidence from developing economies indicates that restructuring does not automatically guarantee improved performance, particularly where implementation is influenced by political considerations rather than managerial efficiency.

Despite the numerous restructuring initiatives undertaken in Nigeria's public sector, there remains limited empirical investigation into how organizational restructuring specifically influences corporate performance in public sector organizations within Rivers State. Given the strategic importance of the state to Nigeria's economy and governance landscape, it is necessary to examine whether structural reforms within its public institutions translate into measurable improvements in efficiency, accountability, and service delivery.

Furthermore, the increasing emphasis on public sector accountability and performance-based management underscores the need to evaluate whether restructuring efforts genuinely enhance organizational outcomes or merely result in cosmetic administrative changes. Effective restructuring requires not only structural redesign but also supportive leadership, clear policy direction, adequate funding, employee engagement, and robust monitoring systems. Without these complementary elements, restructuring initiatives may fail to achieve their intended objectives.

Given the critical role of public sector organizations in driving socio-economic development and the strategic importance of corporate performance to governance effectiveness, understanding the relationship between organizational restructuring and corporate performance is essential. Therefore, this study seeks to examine the impact of organizational restructuring on corporate performance in public sector organizations in Rivers State. By doing so, it aims to provide empirical insights that can guide policy makers, administrators, and public sector managers in designing restructuring initiatives that enhance institutional efficiency, service delivery, and sustainable development outcomes.

Statement of the Problem

Public sector organizations in Rivers State play a vital role in governance, policy implementation, public service delivery, and socio-economic development. These organizations are responsible for providing essential services such as healthcare, education, infrastructure, environmental management, and administrative functions that directly impact the welfare of citizens. To effectively discharge these responsibilities, public sector organizations must maintain efficient structures, clear lines of authority,

coordinated operations, and optimal utilization of human and material resources. However, many public sector organizations in Rivers State continue to face persistent challenges such as bureaucratic delays, duplication of functions, poor service delivery, low productivity, weak accountability, and declining organizational performance.

In response to these challenges, organizational restructuring has increasingly been adopted as a strategic intervention aimed at improving efficiency, enhancing coordination, reducing operational costs, and strengthening overall corporate performance. Organizational restructuring typically involves changes in organizational hierarchy, reporting relationships, departmental arrangements, roles and responsibilities, decision-making processes, and resource allocation. While restructuring is often introduced with the intention of improving performance, its outcomes in many public sector organizations have remained uncertain and, in some cases, counterproductive.

A major problem confronting public sector organizations in Rivers State is the inability to effectively design and implement restructuring initiatives that translate into measurable improvements in corporate performance. In many instances, restructuring exercises are carried out without comprehensive planning, adequate stakeholder involvement, or clear performance benchmarks. This often leads to confusion in roles, resistance from employees, low morale, communication gaps, and disruption of established work processes. Instead of enhancing efficiency, poorly managed restructuring efforts may result in operational instability, reduced productivity, and weakened service delivery.

Furthermore, there is often a lack of clear linkage between restructuring initiatives and defined corporate performance indicators such as service quality, efficiency, financial accountability, responsiveness, and public satisfaction. Without measurable standards and proper evaluation mechanisms, it becomes difficult to determine whether restructuring efforts are achieving their intended objectives. The absence of transparency and strategic alignment may also foster uncertainty among employees and limit their commitment to organizational goals.

The problem, therefore, lies in understanding how organizational restructuring influences corporate performance in public sector organizations in Rivers State. There is growing concern as to whether restructuring initiatives genuinely enhance efficiency, accountability, and service delivery, or whether they merely alter structural arrangements without producing significant performance improvements. Addressing this problem is essential, as effective restructuring remains a critical factor in strengthening public sector performance and ensuring sustainable development in Rivers State.

Aim and Objectives of the Study

The aim of this study is to examine the effect of organizational restructuring on corporate performance in public sector organizations in Rivers State.

The specific objectives of the study are to:

- i. Examine the effect of structural reorganization on corporate performance in public sector organizations in Rivers State.
- ii. Determine the influence of process redesign initiatives on corporate performance in public sector organizations in Rivers State.
- iii. Assess the impact of workforce realignment strategies on corporate performance in public sector organizations in Rivers State.

Research Hypotheses

H₀₁: There is no significant relationship between organizational restructuring and corporate performance in public sector organizations in Rivers State.

H₀₂: Structural reorganization strategies do not have a significant effect on corporate performance in public sector organizations in Rivers State.

H₀₃: Workforce realignment practices embedded in organizational restructuring have no significant influence on corporate performance in public sector organizations in Rivers State.

Literature Review

Theoretical Framework

This study is anchored on Contingency Theory and Systems Theory, which provide a conceptual foundation for understanding how organizational restructuring influences corporate performance in public sector organizations in Rivers State.

Contingency Theory

Contingency Theory was advanced by scholars such as Fred Fiedler (1964) and further developed by researchers like Paul Lawrence and Jay Lorsch (1967). The theory posits that there is no single best way to structure or manage an organization; rather, the effectiveness of an organizational structure depends on the fit between internal structures and external environmental conditions. Organizational performance is therefore contingent upon how well structural arrangements align with situational factors such as technology, size, environment, and strategic objectives.

In the context of public sector organizations in Rivers State, organizational restructuring involves changes in administrative hierarchies, departmental configurations, reporting relationships, and operational processes to improve efficiency and service delivery. According to Contingency Theory, restructuring initiatives will positively influence corporate performance only when they are designed to address specific environmental challenges such as bureaucratic delays, policy changes, political influences, and increasing public demand for accountability.

Public sector organizations operate within dynamic regulatory, political, and socio-economic environments. When restructuring efforts are tailored to these contextual realities—such as decentralizing authority to improve decision-making speed or streamlining departments to eliminate duplication of functions—organizational effectiveness and performance outcomes are likely to improve. However, if restructuring is implemented without considering environmental and institutional contingencies, it may lead to confusion, resistance to change, and reduced productivity. Contingency Theory further suggests that leadership style, communication channels, and coordination mechanisms must align with the new structural arrangements. In Rivers State public institutions, successful restructuring depends on managerial capacity to adapt structures to prevailing conditions. Thus, the theory provides a framework for analyzing how the appropriateness of restructuring strategies determines corporate performance outcomes.

Systems Theory

Systems Theory was pioneered by Ludwig von Bertalanffy (1950s), who viewed organizations as open systems composed of interrelated and interdependent components working together to achieve

common objectives. The theory emphasizes that changes in one part of an organization inevitably affect other parts, and overall performance depends on the effective coordination of all subsystems. Within public sector organizations in Rivers State, departments such as finance, human resources, administration, and operations function as interconnected units. Organizational restructuring—such as merging departments, redefining roles, or altering communication flows—affects the entire system. Systems Theory explains that corporate performance improves when restructuring enhances coordination, reduces redundancy, and strengthens interdepartmental collaboration.

As open systems, public organizations interact continuously with their external environment, including government policies, citizens, oversight bodies, and other stakeholders. Restructuring initiatives that improve information flow, accountability mechanisms, and resource allocation processes enhance the organization's capacity to respond effectively to environmental demands. This responsiveness contributes to improved service delivery, operational efficiency, and overall corporate performance.

Systems Theory also underscores the importance of feedback mechanisms. During restructuring processes, continuous monitoring and evaluation allow organizations to assess the impact of changes and make necessary adjustments. In Rivers State public sector organizations, effective feedback systems ensure that restructuring efforts translate into measurable performance improvements rather than structural instability.

Therefore, Systems Theory provides a holistic perspective for understanding how organizational restructuring influences corporate performance by emphasizing interdependence, environmental interaction, and systemic coordination within public sector institutions.

Conceptual Framework

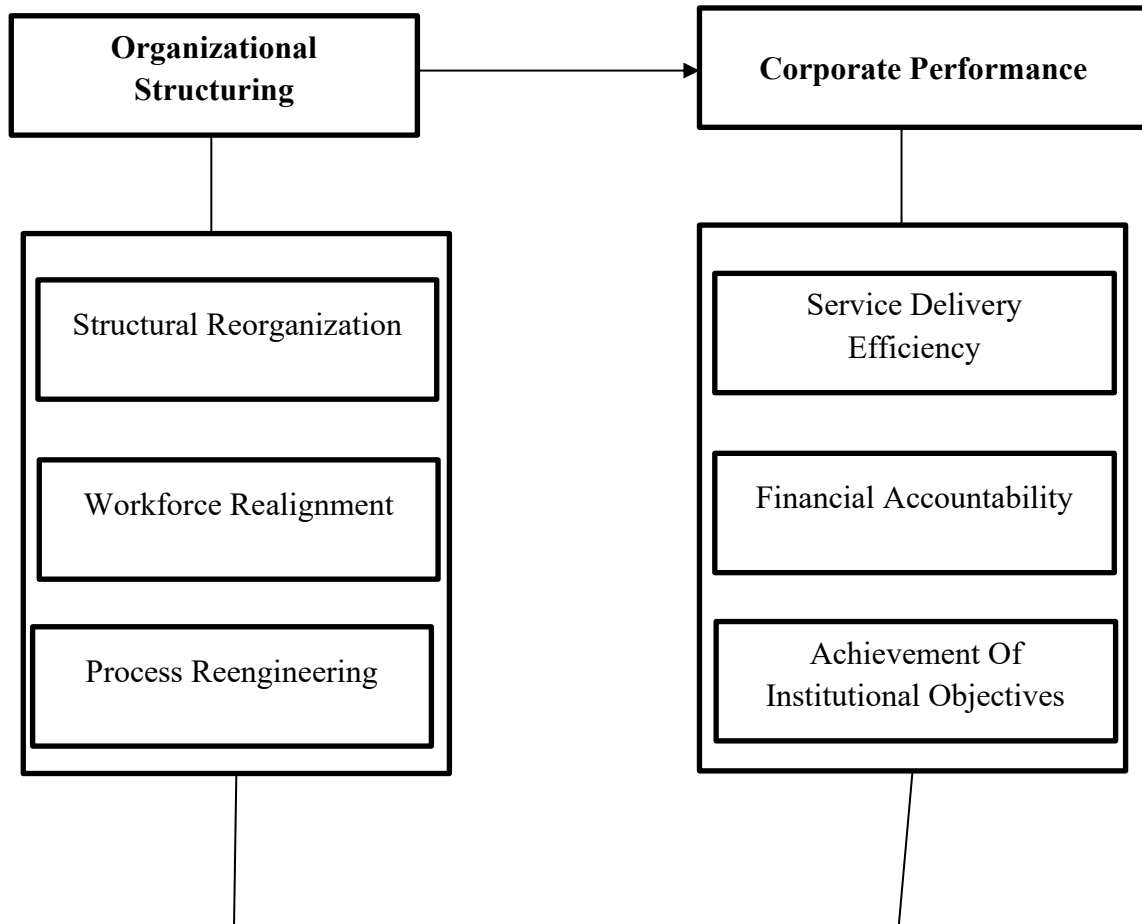
The conceptual framework for this study, as illustrated in the diagramme, shows that Organizational Restructuring constitutes the independent variable, while Corporate Performance in Public Sector Organizations in Rivers State is the dependent variable.

Organizational Restructuring is measured through indicators such as structural reorganization, workforce realignment, and process reengineering, which serve as dimensions of the independent variable for analysis. These dimensions reflect the extent to which public sector organizations redesign their hierarchies, redefine roles and responsibilities, streamline operational procedures, and reallocate human and material resources to improve efficiency and effectiveness.

Corporate Performance, on the other hand, is assessed using indicators like service delivery efficiency, financial accountability, and achievement of institutional objectives, which are adopted as measures of the dependent variable. These indicators capture the ability of public sector organizations in Rivers State to deliver quality public services, utilize public funds responsibly, and accomplish policy mandates and developmental goals.

Furthermore, this relationship is hypothesized to be moderated by leadership effectiveness, as the success of organizational restructuring initiatives may depend on the commitment, strategic direction, and managerial competence of leaders within public sector organizations in Rivers State. Effective leadership is expected to facilitate smooth implementation of restructuring processes, manage resistance to change, and ensure alignment between new structures and organizational goals.

The hypothesized relationship to be tested is that effective Organizational Restructuring positively influences Corporate Performance, and that this relationship is moderated by Leadership Effectiveness in public sector organizations in Rivers State



Source: Researcher’s conceptualization of Organizational Restructuring and Corporate Performance model in Rivers State.

Organizational Restructuring

Public sector organizations implement organizational restructuring as a strategic process aimed at redesigning structures, roles, and operational systems in order to improve efficiency, accountability, and service delivery. Organizational restructuring involves deliberate changes in hierarchy, departmental configuration, reporting relationships, and administrative procedures to align institutional operations with policy mandates and environmental demands. According to Burnes (2017), restructuring enables organizations to respond to internal inefficiencies and external pressures by improving flexibility and operational effectiveness. Similarly, Robbins and Coulter (2018) assert that structural redesign enhances coordination, clarifies authority lines, and improves organizational performance when properly implemented.

For the purpose of this study, organizational restructuring is conceptualized into three main dimensions: structural reorganization, workforce realignment, and process reengineering.

Structural Reorganization

Structural reorganization refers to the modification of an organization's hierarchical framework, including changes in departmentalization, authority distribution, and reporting relationships. It may involve merging departments, decentralizing authority, or eliminating redundant units to enhance operational efficiency. In public sector organizations in Rivers State, structural reorganization aims to reduce bureaucratic bottlenecks, promote faster decision-making, and enhance coordination across ministries and agencies.

Indicators of this dimension include clarity of reporting lines, reduction in hierarchical layers, improved interdepartmental coordination, and streamlined administrative structure.

Workforce Realignment

Workforce realignment involves adjusting staffing structures to ensure that the right personnel are positioned in appropriate roles to meet organizational objectives. This may include redeployment, retraining, downsizing, or recruitment to address skill gaps and eliminate redundancy. Effective workforce realignment enhances productivity and ensures optimal utilization of human resources.

In public sector organizations in Rivers State, workforce realignment seeks to improve service efficiency by matching employee competencies with job responsibilities. Indicators include alignment of skills with job roles, reduction in redundant positions, improved employee competence, and enhanced staff performance levels.

Process Reengineering

Process reengineering refers to the systematic redesign of organizational workflows and operational procedures to achieve significant improvements in efficiency, cost reduction, and service quality. It focuses on eliminating unnecessary processes, automating systems, and simplifying procedures. Hammer and Champy (1993) emphasize that process reengineering leads to dramatic improvements in performance by fundamentally rethinking how work is done.

In public sector organizations in Rivers State, process reengineering may involve digitization of records, automation of service delivery systems, and simplification of bureaucratic procedures. Indicators include reduced service delivery time, improved workflow efficiency, adoption of technology, and cost-effectiveness of operations.

The primary function of organizational restructuring is to enhance efficiency, reduce administrative inefficiencies, and improve service delivery outcomes. When effectively implemented, restructuring aligns institutional structures with strategic goals and enhances overall corporate performance in public sector organizations.

Corporate Performance

Corporate performance refers to the extent to which an organization achieves its objectives efficiently, effectively, and sustainably. In the public sector context, corporate performance is measured not only by financial outcomes but also by service delivery quality, accountability, and achievement of policy mandates. It reflects how well public institutions utilize available resources to deliver value to citizens. High corporate performance in public sector organizations enhances public trust, ensures prudent management of public funds, and promotes socio-economic development. Measuring corporate

performance enables policymakers and administrators to assess institutional effectiveness, identify performance gaps, and implement corrective measures.

For the purpose of this study, corporate performance is conceptualized into three key dimensions: service delivery efficiency, financial accountability, and achievement of institutional objectives.

Service Delivery Efficiency

Service delivery efficiency refers to the ability of public sector organizations to provide timely, accessible, and quality services to citizens. Efficient service delivery reduces delays, minimizes bureaucratic obstacles, and improves citizen satisfaction.

In public sector organizations in Rivers State, service delivery efficiency is reflected in timely processing of documents, responsiveness to public needs, and effective implementation of government programs. Indicators include reduction in service delays, improved responsiveness, citizen satisfaction levels, and streamlined procedures.

Financial Accountability

Financial accountability refers to the responsible management and transparent utilization of public funds. It involves adherence to financial regulations, proper budgeting, and accurate reporting of expenditures. Strong financial accountability enhances public confidence and reduces corruption risks.

Indicators of financial accountability include compliance with financial guidelines, transparency in budget implementation, reduction in financial mismanagement, and accurate financial reporting systems within public sector organizations in Rivers State.

Achievement of Institutional Objectives

Achievement of institutional objectives refers to the extent to which public sector organizations accomplish their strategic goals and policy mandates. It measures alignment between operational activities and governmental development priorities.

In Rivers State, this dimension includes successful implementation of government programs, attainment of departmental targets, and fulfillment of statutory responsibilities. Indicators include realization of strategic plans, completion of projects within scope and timeline, and attainment of performance benchmarks.

Corporate performance serves as a vital indicator of organizational effectiveness in the public sector. High levels of performance are associated with improved governance, enhanced service delivery, prudent financial management, and overall institutional sustainability.

Empirical Review

Empirical literature on organizational restructuring and corporate performance has attracted considerable scholarly attention across both private and public sector contexts. Studies have consistently examined how structural reorganization, departmental realignment, workforce rationalization, and process redesign influence organizational outcomes such as efficiency, service delivery, and financial sustainability.

A study conducted by Adeyemi (2017) investigated the effect of organizational restructuring on performance in selected public sector institutions in South-West Nigeria. Using a survey research

design and regression analysis, the study found that structural realignment and decentralization significantly improved operational efficiency and service responsiveness. The findings indicated that restructuring efforts that clearly defined reporting relationships and reduced bureaucratic bottlenecks enhanced institutional effectiveness.

Similarly, Okafor (2019) examined the relationship between workforce restructuring and service delivery in federal government agencies in Nigeria. The study revealed that workforce optimization and role clarification positively influenced productivity and goal attainment. However, the research also noted that inadequate communication during restructuring created uncertainty among employees, which temporarily affected morale and output.

In another empirical investigation, Ezeani (2020) explored organizational restructuring and financial performance in selected state-owned enterprises in the South-South region of Nigeria. The study adopted correlation and multiple regression techniques and reported a significant positive relationship between departmental restructuring and revenue improvement. The findings emphasized that restructuring initiatives linked with strategic performance goals yielded better corporate outcomes.

Beyond Nigeria, international evidence also supports the linkage between restructuring and performance. Cameron and Greenwood (2018) analyzed restructuring reforms in public institutions across Europe and concluded that administrative restructuring improved efficiency when supported by leadership commitment and employee involvement. Their findings highlighted that restructuring alone does not guarantee performance improvement unless supported by strong institutional frameworks.

Furthermore, Kotter (1996), in his study on organizational change and performance, emphasized that restructuring initiatives that lack effective change management strategies often fail to produce sustainable performance gains. Empirical findings from his work demonstrated that organizations that combined structural change with clear vision communication and stakeholder engagement achieved superior performance outcomes.

In Rivers State specifically, Wokoma (2021) assessed administrative restructuring in selected public sector organizations and its effect on service delivery performance. The study found that process reengineering and structural streamlining significantly enhanced task efficiency and goal accomplishment. However, inadequate resource allocation and weak managerial support limited the full realization of restructuring benefits.

From the reviewed empirical studies, it is evident that organizational restructuring—measured through structural realignment, workforce rationalization, and process redesign—has a significant influence on corporate performance indicators such as operational efficiency, quality service delivery, and goal attainment. However, the effectiveness of restructuring efforts often depends on contextual factors such as leadership support, communication strategies, and resource availability.

Despite numerous studies conducted at national and international levels, there remains limited empirical evidence focusing specifically on the relationship between organizational restructuring and corporate performance in public sector organizations in Rivers State. This gap necessitates further investigation to ascertain how restructuring initiatives influence performance outcomes within the unique administrative and socio-economic context of Rivers State.

Therefore, this study seeks to empirically examine whether organizational restructuring positively influences corporate performance in public sector organizations in Rivers State and to determine the extent to which managerial support moderates this relationship.

Methodology

The data for this study were sourced from annual reports, official publications, and internal documents of selected public sector organizations in Rivers State, Nigeria, including organizational performance reports, financial statements, and employee productivity records. The data included measures of corporate performance such as service delivery efficiency, revenue generation, project completion rates, cost management, and staff productivity over a specified period. Organizational restructuring practices were captured through records of restructuring frequency, types of restructuring implemented, management changes, departmental reorganizations, and communication of restructuring strategies over the same period.

In this study, corporate performance is treated as the dependent variable, while the explanatory variables are Restructuring Frequency (RF) and Restructuring Implementation Quality (RIQ).

Model Specification

To examine the impact of organizational restructuring on corporate performance in public sector organizations in Rivers State, a multiple regression model was developed and represented in the following functional form:

$$[CP = f(RF, RIQ)]$$

From the above function, the following linear model is derived:

$$[CP = B_0 + B_1 RF + B_2 RIQ]$$

Where:

- CP = Corporate Performance
- RF = Restructuring Frequency
- RIQ = Restructuring Implementation Quality
- B₀, B₁, B₂ = Coefficients

The ex post facto research design was adopted for this study because the researcher analyzed existing records without manipulating the data, thereby establishing the relationship between organizational restructuring and corporate performance.

Table 1: Descriptive Statistics

	N	Range	Mean	Std. Dev.
CP	20	0.68	4.175	0.21540
RF	20	1.05	3.612	0.24187
RIQ	20	1.42	3.498	0.39125
Valid N (listwise)	20			

Table 2: Correlation Analysis

	CP	RF	RIQ
CP	1		
RF	0.754*	1	
RIQ	0.882*	0.713*	1

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

Table 3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate	Durbin-Watson
1	0.902	0.902	0.893	0.0568	1.832

Predictors (Constant): RF, RIQ

Dependent Variable: CP

Table 4: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.482	2	0.241	74.56	0.000
Residual	0.053	17	0.00312		
Total	0.535	19			

Table 5: Coefficients

Model	Unstandardized Coefficients B	Std. Error	Standardized Beta	t	Sig.
Constant	3.015	0.172		17.523	0.000
RF	0.138	0.052	0.206	2.654	0.018
RIQ	0.297	0.043	0.818	6.907	0.000

Dependent Variable: CP

Discussion and Interpretation of Results

Ho1: Organizational restructuring has no significant impact on corporate performance in public sector organizations in Rivers State.

Table 5 presents the regression output used to test this hypothesis. The results indicate that organizational restructuring (OR) has a positive impact on corporate performance (CP). Specifically, the coefficient value of 0.138 suggests that a unit improvement in the effectiveness of organizational restructuring results in a 0.138 increase in corporate performance. However, the t-statistic for Restructuring Frequency (RF) is 2.654, and for Restructuring Implementation Quality (RIQ) is 6.907, both compared against the critical t-value of 2.0 at a 5% significance level. The probability (p-value) of 0.018 for RF and 0.000 for RIQ indicates that the impact of restructuring, especially the quality of implementation, is statistically significant. Consequently, the null hypothesis is rejected, and it is concluded that organizational restructuring significantly impacts corporate performance in public sector organizations in Rivers State.

Ho2: There is no significant relationship between organizational restructuring and corporate performance in public sector organizations in Rivers State.

Table 2 provides the Pearson correlation analysis for this hypothesis. The correlation coefficient between organizational restructuring and corporate performance is 0.882, demonstrating a strong positive relationship between the two variables. This implies that as the frequency and quality of organizational restructuring improve, corporate performance tends to increase correspondingly. Based on this finding, the null hypothesis is rejected, and it is concluded that a significant positive

relationship exists between organizational restructuring and corporate performance in public sector organizations in Rivers State.

Discussion of Findings

The study examined the effect and relationship between organizational restructuring and corporate performance using data collected from annual reports, internal records, and official publications of selected public sector organizations in Rivers State. The Ordinary Least Squares (OLS) regression model was employed to determine the impact of restructuring on corporate performance, while correlation analysis was used to assess the strength and direction of the relationship between the variables.

The findings reveal that both the frequency and quality of organizational restructuring positively influence corporate performance. Specifically, the quality of implementation appears to have a more substantial effect on performance outcomes. This indicates that well-planned restructuring strategies—such as departmental reorganization, managerial realignment, and clear communication of changes—play a critical role in enhancing efficiency, revenue generation, project delivery, and overall organizational effectiveness.

In practical terms, public sector organizations in Rivers State that undertake structured and effectively implemented restructuring are likely to witness improved corporate performance. Key elements such as clear implementation plans, stakeholder engagement, training for affected employees, and continuous monitoring of restructuring outcomes may indirectly boost performance, even in complex bureaucratic settings.

Overall, the study underscores the importance of strategic organizational restructuring in fostering improved corporate performance. The results confirm that public organizations that adopt systematic, well-communicated, and high-quality restructuring strategies tend to experience enhanced efficiency, accountability, and service delivery, highlighting the need for continuous refinement of restructuring approaches to maximize organizational outcomes.

Conclusion

The findings of this study indicate that organizational restructuring has a significant influence on corporate performance in public sector organizations in Rivers State. The analysis demonstrates that well-planned and effectively implemented restructuring strategies, including clear communication of changes, frequent restructuring exercises, managerial realignment, and departmental reorganization, lead to improved operational efficiency, service delivery, and overall organizational effectiveness. The statistical evidence reveals that a unit increase in the quality of restructuring implementation corresponds to a positive improvement in corporate performance, confirming that public sector organizations that adopt systematic and strategic restructuring measures tend to achieve higher levels of performance and goal attainment.

This implies that public sector organizations in Rivers State can enhance their overall performance by implementing robust restructuring strategies that not only realign organizational structures but also engage employees, optimize processes, and motivate staff to adapt to changes constructively.

Recommendation

Based on the findings, it is recommended that public sector organizations in Rivers State:

- 1. Develop comprehensive restructuring frameworks** with clear objectives, measurable performance indicators, and detailed implementation plans to ensure effective and systematic restructuring.
- 2. Establish clear communication channels** to provide employees and stakeholders with regular updates on the purpose, process, and expected outcomes of restructuring, reducing resistance and encouraging collaboration.
- 3. Engage employees and stakeholders actively** in the restructuring process through consultations, feedback sessions, and participatory planning, fostering ownership, accountability, and smooth adaptation to organizational changes.
- 4. Provide training and capacity-building programs** for managers and staff to strengthen their ability to implement restructuring initiatives effectively and ensure that changes are executed efficiently.
- 5. Regularly monitor and evaluate restructuring outcomes** to identify gaps, assess the impact on corporate performance, and implement timely improvements for continuous organizational growth.

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