Evaluation of the Relationship between Revitalisation and Organisational Effectiveness in Igara Growers Tea Factory in Bushenyi District South Western Uganda.

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ABSTRACT

The purpose of implementing changes in organisations is to improve their effectiveness. The implementation and management of these changes has faced several challenges which has made organisations ineffective. One of these changes is corporate transformation. This study therefore aimed at evaluating the relationship between revitalisation and organisational effectiveness in Igara Growers Tea Factory in Bushenyi District South Western Uganda. The target population was 482 with a sample size of 224 respondents. The study adopted a pragmatic philosophy, mixed methods approach using cross sectional and correlation designs for quantitative and phenomenological design for qualitative approaches. Data were collected using non-standardised instruments and in-depth interviews. The parametric tests were performed and all passed the linearity requirements. Data were analysed using descriptive statistics, Pearson Linear Correlation Coefficient, regression analysis and thematic content analysis. From the findings it was revealed that there was a significant and positive relationship between revitalisation and organisational effectiveness which implied that an increase in revitalisation results into an increase in organisational effectiveness. The results further indicated that a unit change in revitalisation results into improvement in organisational effectiveness. The respondents agreed that factors like having a market focus, inventing new businesses and changing rules through IT are important pointers to organisational effectiveness. Thus proper implementation of the reframing programmes is associated with better results on the side of organisational effectiveness. However the factory has to keep the pace of market focus, inventing new businesses and implementing IT programmes in a strong gear to maintain their contribution to general organisational effectiveness of the Igara Growers Tea Factory in Bushenyi district in South Western Uganda.
Keywords: Revitalisation, organisational effectiveness, Igara Growers and Tea Factory

INTRODUCTION

Customer satisfaction mediated the influence of service quality revitalisation on behavioural intentions of purchase, according to [1], and the construct of service quality revitalisation was distinct from the construct of customer satisfaction. Customer satisfaction had a larger influence on behavioural intentions than service quality revitalisation, according to the results of regression analysis in structural equation modelling. This research looked at revitalisation in terms of obtaining market focus, developing new enterprises, and altering rules with the use of information technology to determine whether revitalisation has any impact on organisational effectiveness in Uganda's Igara Growers Tea Factory. Revitalisation, according to [2] is about sparking growth by connecting the organizational body with the environment, and it entails giving the organization new life by growing current businesses or inventing new ones. It is a critical stage in corporate transformation, and as [3] put it, it is the stage that differentiates weak organizations from strong companies, and corporate transformation from reorganization or change. In a similar spirit, [4] suggest that as a company's primary business matures, only

exceptional companies can maintain growth. As a result, the ability to establish new companies differentiates organizations or firms that expand consistently. Alinaitwe [5] performed a research in Uganda to examine the organizational performance of Ugandan construction businesses, and found four key findings: The majority of employees are dissatisfied with their monetary compensation, their position status prevents them from achieving personal goals, they are dissatisfied with their level of training, and they are dissatisfied with their degree of participation in decision-making. As a result, it was suggested that businesses should always focus on these gray regions in order to increase the organizational performance of construction enterprises, particularly in creating co-operative relationships. This study examined the relationship between revitalisation and organisational effectiveness to determine whether achieving market focus, inventing new businesses and changing rules through IT in the Igara Growers Tea Factory can improve customer satisfaction, cost management, quality of products and supplier satisfaction.

In his study of the impact of revitalisation on organizational success, [6] looked at the influence of perceived innovativeness throughout the traveler's trip, particularly during the planning phase. The amount of co-creation, authenticity, and possible negative occurrences, such as unexpectedly lengthy lines and the impacts of surprise presents are the major drivers of perceived innovativeness of the tourism experience. During the quasi-experiment, data was collected from 116 replies in four distinct online situations. By changing the four factors of perceived innovativeness stated above, each scenario mirrored a different sort of tourist experience trip.All of the variables were shown to have a positive association with two of the outcomes: expectations and buy intention, but not willingness to pay. This does not alter dramatically as a consequence of customer evaluations and updates regarding the authenticity of the tourist experience, nor as a result of bad

or good surprise events that occur during the voyage.

In the context of revitalisation and organizational performance, [7] investigated the extent to which organizational culture is valued and practiced among medium-sized businesses in Nigeria's Akwa Ibom State. It also looked at how the firms' performance was affected by their organizational culture. The study was conducted as a survey using the Ex post facto research design. The study's population is 48,786 people, with 40,673 middle-level employees and 8113 top-level executives from small and medium-sized businesses in Akwa Ibom State. A purposive sampling approach was used to generate a sample size of 2300 people, including 2000 middle-level employees and 300 top-level executives. The Organizational Culture Assessment Instrument (OCAI) was used in the study, as well as performance factors [8]. There was no need for further validation or dependability because these were standardized instruments. The data was analysed using the mean, standard deviation, and regression, and the null hypothesis was tested at the 0.05 level of significance. The findings revealed that medium-sized businesses had a lower level of organizational culture adoption. The findings also revealed that the adopted organizational culture had no substantial impact on the performance of medium-sized businesses in AkwaIbom. It was suggested, among other things, that company leaders and senior management of medium-sized businesses should deliberately build organizational culture. While the previous study focused on organizational culture as a predictor of organizational success in small and medium-sized enterprises, the present study examined revitalisation and organizational effectiveness at the Igara Growers Tea Factory in Bushenyi.

In the Ghanaian hotel sector, [9] looked at how relationship marketing affects customer trust, commitment, and satisfaction. In the research, they used a positivist methodological framework for data gathering, analysis, and theoretical

development. A data collecting questionnaire was given to 167 guests at a three-star hotel in Accra Metropolis. The importance of the link between trust, commitment, and customer happiness in relation to hotels' relationship marketing tactics in Ghana was determined using structural equation modeling. The results of the study shed light on the processes and practices of relationship marketing based on trust and commitment. The findings revealed a favourable and substantial link between customer happiness, commitment, and trust. The study also discovered that commitment mediates the relationship between trust and consumer pleasure to some extent. In the hotel sector, trust and dedication necessitate creative business methods that help the client cherish all of the service experiences he or she may have. Customer happiness in the hotel business is impacted by trust and dedication, according to the research. This study measured organisational effectiveness in terms of quality, customer satisfaction and cost management and supplier satisfaction.

ALNatsheh [10] investigated revitalisation and organizational effectiveness, focusing on the importance of knowledge management techniques in improving the performance of non-governmental organizations. This study used descriptive categorisation and a quantitative approach to evaluate the model, with data collected via an electronic questionnaire survey. The research population comprises of 1,200 active local and international NGOs working in various regions and servicing various sectors throughout the Palestinian Territories. The study used a set of statistical analyses to evaluate the reliability and validity of the data collected, and was usable for the study of statistics. 291 questionnaires were distributed to managers or their representatives of NGOs, 228 questionnaires were returned, and the study used a set of statistical analyses to evaluate the reliability and validity of the data collected, and was usable for the study of statistics. Using correlation and regression analysis, the findings revealed that both knowledge management strategies codification strategy and personalisation strategy have a significant and positive impact on selected NGOs' performance indicators in Palestine, including financial sustainability, organizational process/function, and program/project performance. The hypothesis about the influence of the codification strategy on financial sustainability was deleted from the model owing to non-significance, but program/project performance with personalization approach revealed to play the most significant role in NGO's performance. More study into knowledge management or knowledge management methods, according to the researcher, is needed since these issues are still developing and require more inquiry and analysis. Furthermore, future research should focus on verifying the findings and conclusions of this study by conducting replication studies in other Palestinian organizations. Furthermore, doing further research for the same subject in other nations and settings, particularly in developed countries with advanced technical growth, in order to assess intellectual, cultural, and other differences between firms and other countries.

Aim of the study

The aim of the study was to evaluate the relationship between revitalisation and organisational effectiveness in Igara Growers Tea Factory in Bushenyi District South Western Uganda

Specific Objective of the Study

To establish the relationship between revitalisation and organisational effectiveness in Igara Growers Tea Factory in Bushenyi District.

Research Hypothesis

Ho. There is no significant relationship between revitalisation and organisational effectiveness in Igara Growers Tea Factory in Bushenyi District.

Significance of the Study

The findings of this study can be beneficial to a tripartite ecosystem that involves three categories of stakeholders, namely universities and research

institutions, the private sector and the public sector. First and foremost, the study will add to the body of knowledge in the field of organizational management, allowing scholars and students of the field to use the findings as a valuable source of reference and be inspired to conduct similar research in other sectors of the economy and in other parts of Uganda and beyond. Secondly, the study findings may help the private sector managers, especially those in Igara Growers Tea Factory, to appreciate the nature and importance of holistic corporate transformational efforts in pursuit of organisational effectiveness. Consequently, the business managers are likely to implement effective corporate transformation processes, improve the effectiveness of their organisations, and boost the national economy. Finally, the study's findings, conclusions, and recommendations are expected to assist policymakers in identifying gaps in existing organizational transformation policies and agendas, allowing for the development of more effective policies and strategies for organizational transformation and effectiveness.

Scope of the Study
Content scope
The study was narrowed to the relationship between corporate transformation and organisational effectiveness in Igara Growers Tea Factory. It focused on corporate transformation in terms of reframing, restructuring, revitalisation and renewal, and on organisational effectiveness in terms of customer satisfaction, supplier satisfaction, cost management and quality of the products offered. It described

corporate transformation processes, and assessed the organisational effectiveness in Igara Growers Tea Factory in Bushenyi District in south-western Uganda. The study established whether or not a relationship exists between the nature of the processes and the degree of effectiveness. Finally, the study sought to generate proposals for effective corporate transformation as a living methodology to sustain organisational effectiveness.

Area scope
The study targeted tea processing factories in Bushenyi District South western Uganda: Igara Growers Tea Factory, Ankole Tea Factory, Kyamuhunga Tea Factory, Global Village Tea Factory and Swazi Highland Tea Company in Bushenyi District (*see the map in appendix seven in the list of appendices*). However, out of the five factory found in the tea industry in Bushenyi district, the study only focused on Igara Growers Tea Factory since others are newly established, do not sell their products in the local markets and more still have no evidence of transformation programmes that have taken place there yet Igara Growers Tea Factory has undergone several transformations from 1969 when it was started and owned by government under Uganda Tea Growers Corporation (UTGC) up to now when is managed by farmers as shareholders and it is still ineffective.

Time scope
The study covers a nine-year period, from 2012 to 2020, during which Igara Growers Tea Factory implemented more transformation programs to improve its effectiveness. Restructuring programs for example which resumed in 2012 [11].

METHODOLOGY

Philosophical Assumptions
The assumptions and ideas that control how we perceive the world are referred to as research philosophy [12]. There are four primary research philosophical viewpoints, according to [13], namely positivism, realism, interpretivism, and pragmatism. Positivism refers to a scenario in which information or the world is assumed to exist independently of people's views of it, and science use

objective methods to uncover what is true in the universe. On the one hand, positivism examines ostensibly deductive generalizations using logical, quantitative, and objective scientific techniques. Saunders, *et al.,* [14] observes that positivism involves doing study in a traditional natural setting, the end result being generalisation or law, the observations leading to realistic data and there is use of existing theory to develop

hypotheses that are tested for confirmation or rejection. The positivistic base in this study dealt with the facts that respondents gave from the field from which the relationship between corporate transformation and organisational effectiveness was developed by testing the hypothesis. On the other hand, interpretivism is a branch of philosophy which holds that reality of the world arises out of the creation and exchange of social meaning during the process of social interactions. It is much concerned with conducting research with people than objects [14]. Realism is concerned with explanation of any materialisation of philosophical realism; it is a truth that reality exists autonomously from the entity [14]. The philosophical connection of the study on realism was to establish whether the problems identified in the study are far from the reality of what is happening. How the perceptions of the respondents differed from the reality which the study intended to establish. Pragmatism argues that the most significant factor of epistemology, ontology and axiology is the issue of which research questions have been adopted. As a result, one technique (qualitative or quantitative) may be better suited to addressing the study questions than the other. Thus a study may be conducted utilizing both qualitative and quantitative techniques, hence the mixed method research used in this study. The study adopted a pragmatic philosophy which takes into consideration both quantitative and qualitative approaches and benefits the study with the strength of convergence of both approaches [15]. This is because the researcher thought that corporate transformation and organisational effectiveness in Igara Growers Tea Factory in Bushenyi district can be examined objectively through the use of established theoretical frameworks and structured instruments to assess and analyse their relationship, and to make generalisations from the findings.

Research Approaches/Paradigms

A research paradigm is a way of studying social events that provides for the justification and explanation of a certain interpretation of the event [14]. To increase the quality of the study's findings, the researchers adopted a mixed method research paradigm, in which data was gathered, presented, and analysed using both quantitative and qualitative approaches, with a stronger emphasis on the former [15]. According to [16], the results of one technique may be used to compliment on the results of another, or one technique can be stacked within another to offer insight into several levels of research. By combining quantitative and qualitative research techniques, the researcher was able to achieve methodological triangulation, which improved the study findings' validity and dependability [17]. Creswell [15] defines triangulation as the application of both qualitative and quantitative approaches to achieve result convergence. Non-numerical data was collected, presented, analysed, and interpreted using the qualitative techniques, whereas numerical data was collected, presented, analysed, and interpreted using the quantitative methods.

Research Design

Using both quantitative and qualitative techniques, cross-sectional and correlation designs were used. A cross-sectional research design, according to [16], is concerned with the simultaneous collecting of data from respondents and the logical explanation of the features of an event, place, population, or item being researched at a specific moment. The researcher aimed to collect data from a representative cross-section of the study population over a short period of time in order to generalize the study's findings to the whole study population, therefore this study was cross-sectional. To identify links between corporate transformation and organizational effectiveness, the correlation design was utilized. A phenomenological design was used in the qualitative arm, where events were investigated in the way they seemed or happened [18]

Study Population

According to [18], population refers to the complete set of events, items, or individuals under consideration in a

research. The study's target population included 437 Igara Growers Tea Factory management, employees and shareholders, 40 Igara Growers Tea Factory customers, and 5 chairpersons of green leaf suppliers in the Igara, Nyakashaka, Kanuka, Mugoma, and Bitereko regions. These are the units of analysis whose total population was 482 as per the factory staff records 2018. The table 1 below shows the population distribution.

Table 1: Total study population

Category	Number
Quantitative population	
Igara Tea Growers Factory staff	
Management (Board members)	07
Administration	20
Shareholders	50
Production and Green Leaf	200
Marketing and Branding	17
Audit and Finance	12
Quality Assurance and Standards	6
Sales and Export	20
Field and Procurement	80
Weigh bridge	6
Stores	6
Transport	6
IT and records	7
Total	**437**
Qualitative population	
Customers (owners of hotels and restaurants who buy and use Igara Tea in Bushenyi)	40
Chairpersons of Suppliers of green leaf	5
Total	**482**

Source; Human Resource Office Staff Records, 2018; and Factory Customer and Supplier Records 2018.

Sample Size Determination

A sample is a group of people or things drawn from the target population for the purpose of research or study [19]. The population under investigation is a small but representative sample of the entire population. A representative sample is one that is big enough to adequately represent the target population so that the researcher is able to generalise the results from the study. It should, however, be modest enough to be chosen in a cost-effective manner based on the amount of accuracy, time, money, data analysis complexity, and respondents' availability [15]. This agrees with [20], who argues that a sample size should be the smallest possible to meet the demands of efficiency, representativeness, dependability, and adaptability. Thus, the Slovene's formula and the usage of sampling fraction were used to estimate how many respondents would be chosen from each sampling unit in order to choose a representative sample size from a cross-section of the population that satisfies the conditions stressed by [20]. The Slovene's formula is stated as: $n=N/1+N(e)^2$, where n=sample size; N=Population size and e= sampling error at 0.05. Using Slovenes formula with a total quantitative population of 437 workers in Igara Growers Tea Factory in Bushenyi district, a quantitative sample size of 209 The Slovene formula is $n=N/1+N(e)2$, where n is the sample size, N is the population size, and e is the sampling error at 0.05. A quantitative sample size of 209 was estimated for this study using Slovenes formula and a total quantitative population of 437 workers in Igara Growers Tea Factory in Bushenyi district. As shown in Table 2, the sampling fraction (f) is equal to the number of people in each demographic group divided by the total population and

multiplied by the sample size was calculated for this study. The sampling fraction (f) is given by f= number of the population category, divided by the total population and multiplied by sample size as illustrated in Table 2.

For the qualitative sample, using purposive sampling all the 5 chairpersons of the suppliers of green leaf in the regions of Igara, Nyakashaka, Kanuka, Mugoma and Bitereko and 10 customers (owners of 10 bigger hotels in Bushenyi district) selected which makes the total qualitative sample size to be 15 participants. The computations for sample size are indicated in Table 2.

Table 2: Distribution of the study sample

Category	Number	Computations (population category divided by total population multiplied by sampling fraction)	Sample size	Sampling method
Quantitative population				
Igara Tea Growers Factory management, shareholders and staff				
Management (Board members)	07	7/437x209	3	Simple random
Administration	20	20/437x209	10	Simple random
Shareholders	50	50/437x209	24	Simple random
Production and Green Leaf	200	200/437x209	95	Simple random
Marketing and Branding	17	17/437x209	8	Simple random
Audit and Finance	12	12/437x209	6	Simple random
Quality Assurance and Standards	6	6/437x209	3	Simple random
Sales and Export	20	20/437/209)	10	Simple random
Field and Procurement	80	80/(437/209)	38	Simple random
Weigh bridge	6	6/(437/209)	3	Simple random
Stores	6	6/(437/209)	3	Simple random
Transport	6	6/(437/209)	3	Simple random
IT and records	7	7/(437/209)	3	Simple random
Total	**437**		**209**	
Qualitative population				
Customers (owners of hotels and restaurants who buy and use Igara Tea in Bushenyi)	40		10	Purposive
Chairpersons of Suppliers of green leaf	5		5	Purposive
Total	**482**		**224**	

Sampling Procedure and Techniques

The study used stratified and simple random sampling approaches for quantitative sampling. The population was divided into three strata: management, shareholders and employees; consumers and suppliers, with respondents chosen from each. To calculate the number of respondents for each group, the researcher employed stratified sampling. Thereafter, the simple random sampling method was applied. This was done by use of random numbers with the help of the Microsoft excel. An excel spread sheet was created showing columns for identification number of respondents, names of respondents, interview number for each respondent and the random number for each stratum of the population. The identification numbers and interview numbers were the same and corresponded with the number in each stratum in the target population. After all the information in each stratum was entered under the respective columns, the random number was generated by the formula: RAND ( ) ENTER. The first figure obtained from the formula under the random number column was copied to the second row and the formula dragged down to cover all the respondents in each stratum. To obtain a random sample the random number column was selected, sorted and filtered through steps including custom sort, expansion of the selection which produced randomly scattered numbers for each of the respondents. At this point considering the known sample for each stratum the researcher picked from the randomly scattered respondents up to when the required sample for each stratum was reached. This procedure was followed for all the strata leading to a systematic selection of the 209 respondents shown in Table 2 above. Literature offers a unique viewpoint on sampling. Unlike quantitative studies, where the goal is usually to get a large sample size that is typical of the population in order to make generalisations, qualitative studies allow for purposive sampling with lower sample sizes [21]. In the five regions of Igara, Nyakashaka, Kanuka, Mugoma, and Bitereko, a purposive sampling approach was utilized to choose 5 chairpersons of green leaf suppliers; and 10 consumers in bushenyi district. This was done to fulfil the study's goal, which was to gain a thorough grasp of the respondents' perspectives utilizing a homogeneous technique rather than generalization [22]. Because the researcher intended to identify the respondents based on their shared features, this method was utilized [22]. The customers and suppliers have similar characteristics and any of them was selected to participate in interviews in their respective categories. The number of sample size for qualitative data collection was 5 and 10 respondents from suppliers and customers respectively. This was found appropriate based on the recommendation by [15] that not more than 10 members for phenomenological studies, 3 to 5 for case studies, 15 to 20 for interviews involving grounded theory and 1 respondent for a narrative.

Table 3: Distribution of respondents by category and data collection method

Respondent Category	Number	Data collection method
Board members	3	Questionnaires
Employees	182	Questionnaires
Shareholders	24	Questionnaires
Customers (owners of bigger hotels that buy and use Igara tea in Bushenyi district)	10	Interview
Chairpersons of suppliers of green leaf	5	Interview

Data Collection Methods

The information was gathered from both secondary and primary sources. Textbooks, periodicals, organizational reports, published theses, and the internet were used to gather secondary data. Questionnaires and interviews were used as the primary data collecting

15

methods. The researcher used the interview method through oral verbal interactions with customers and suppliers of green leaf to the factory, in a structured way to minimise on time wastage, (see appendix 9 and 10. Structured interviews are easier to conduct, cost less money, and allow for inference. Because interviews are flexible, the researcher was able to tailor the interview to the many conditions encountered during data collection. Interviews allowed for clarification of the meanings of the questions, removing vagueness and providing chance for respondents and the researcher to correct any misunderstandings, as well as further inquiry from the respondents, which served the purpose of triangulation [16]. Questionnaires were also used to obtain primary data (see Appendix 8). The researcher prepared questionnaires including numerous questions related to the study's aims and distributed them to the respondents, who filled down their replies in the areas provided on the questionnaire, making it more cost-effective and convenient [16].

Data Collection Instruments
Data was collected using mainly questionnaires and interview guides.

Questionnaires
The study used self-administered questionnaire which was developed by the researcher from literature reviewed. There were two variables in this study including corporate transformation and organisational effectiveness. For both variables the constructs were derived from the literature. Corporate transformation had four constructs namely reframing, restructuring, revitalisation and renewal yielding a total of 36 items and organisational effectiveness comprised of four constructs including quality of the products, customer satisfaction, cost management and supplier satisfaction pooling a total of 16 items. The total number of constructs was eight with a total number of 52 items. The researcher prepared questionnaires with questions addressing the study objectives and distributed them to the respondents,

particularly the management, shareholders and staff of Igara Growers Tea Factory in Bushenyi district, who recorded their responses in the spaces provided in the questionnaire itself to save time and money for the researcher [16]. There were six sections to the questionnaire. The first section dealt with respondents' biographical information; the second, third, fourth, and fifth sections dealt with the four corporate transformation constructs, respectively; and the sixth section dealt with organizational performance at Igara Growers Tea Factory in Bushenyi district. The response options were (1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree, (5) Strongly Agree, and the questions were closed-ended and based on the five-point Likert scale owing to its simplicity and convenience of replying, coding, and data processing [16]. According to [23], it is important to give the neutral point to help respondents avoid responding arbitrarily.

Interviews
For the qualitative paradigm, the study adopted the interview method to collect data using the in depth interviews to get views from the participants on the constructs especially using chronologic interviews [16; 24]. Customers who consume tea products from Igara Growers Tea Factory in Bushenyi district, as well as chairpersons of the suppliers of green leaf from the five different regions of Igara, Nyakashaka, Kanuka, Mugoma, and Bitereko, were interviewed. The questions were planned in advance and the researcher used an interview guide to interact with the interviewees. Because it is simple to completely understand one's expressions or experiences, or to learn more about the responses to the questions, formal interviewing was employed [16]. To save time, the researcher utilized the interview instrument to conduct an oral verbal exchange of ideas with carefully selected respondents in a planned and controlled manner. Because interviews are adaptable, the researcher was able to tailor the interview to the various conditions encountered in the field. Interviews

allowed for clarification of meanings to questions that were not clearly understood by the respondents, as well as further inquiry from respondents, which served the purpose of triangulation when complementing quantitative data from questionnaires [16]. Interviews are favoured, according to [25], because of their advantages, which include rapid access to information, flexibility, and the creation of high response rates. The data collected from interviews covered the research questions raised in chapter one. The interview guide was prepared basing on the constructs of the independent variable corporate transformation (reframing, restructuring, revitalisation and renewal) which were related to the dependent variable – organisational effectiveness. The interview questions that guided the interviews were administered to 10 customers and 5 suppliers of the green leaf (15 interviewees).

Validity and Reliability
The researcher endeavoured to ensure that the data collection instruments used were valid and reliable.

Validity
The amount to which a measuring technique or instrument really measures the attribute that it is meant to assess in the research is referred to as validity. It refers to the precision and significance of conclusions drawn from study findings [26]. To guarantee instrument validity, the researcher created instruments that met

the study aims and research questions, as well as all of the aspects of the variables described in the conceptual framework. The questionnaire's format, content, clarity, consistency, and relevance to the study objectives were examined with colleagues and supervisors. This is in line with [26], who claim that an instrument's validity is modified based on expert input, and that construct validity of an instrument is further established by reviewing the questionnaire and interview guide with supervisors. The degree of accuracy of the instruments was assessed by determining the content validity index (CVI), which measures the instrument's correctness. The researcher utilized the inter-judge coefficient of validity to determine the instrument's validity, which is calculated as the number of items considered relevant divided by the total number of items. The judges, who were also members of the doctorate committee, were asked to assess the instruments on a scale of VI (very irrelevant), I (irrelevant), R (relevant), and VR (very relevant). This was applied to all items in the questionnaire, and an average for the whole research questionnaire was calculated [16]. Thus, the average content validity index which is total items rated relevant divided by number of all items was above 0.7 (0.83 and 0.812) and the instrument was regarded valid for data collection and this is shown in Table 4.

Table 4: Showing the computations of content validity index

Constructs	1. VI total	2. I total	3. R total	4.VR total	5. Total no. of items	CVI= 3+4/5X100
Corporate transformation	0	6	12	18	36	0.83
Organisational effectiveness	1	2	8	5	16	0.813

Reliability
The degree to which a research instrument provides consistent results or data at different periods but under comparable settings, according to [26], is referred to as reliability. Amin [16] adds to the preceding statement by stating that dependability refers to an instrument's

capacity to consistently measure what it is supposed to assess. To ensure reliability, the researcher constructed the instrument with precise, simple and clear words whose meanings are known to the respondents. Leading items and items based on assumptions were avoided in both the questionnaire and the interview

guide, and the organisation and respondents were chosen without bias. The reliability of instruments was also established basing on the preliminary results from the pilot study. The questionnaire was given to 50 members of the Igara Growers Tea Factory at random, and four of the 50 research questionnaires were found to be invalid. Using the statistical package for social scientists' program (SPSS), the Cronbach alpha co-efficient method of determining internal consistency was used to determine the reliability of the questionnaires. Cronbach alpha co-efficient for all constructs was above 0.7, indicating that the instruments were reliable for data collection, according to [27] scale. The results for reliability were presented in table 5 below.

Table 5: Reliability test results

Variables	Constructs	Cronbach results	Decision
Corporate transformation	Reframing	0.836	Reliable
	Restructuring	0.773	Reliable
	Revitalisation	0.762	Reliable
	Renewal	0.830	Reliable
Organisational effectiveness	Quality	0.825	Reliable
	Customer satisfaction	0.814	Reliable
	Cost management	0.717	Reliable
	Supplier satisfaction	0.720	Reliable

Source. Field data 2020

Final study

After the pilot test, the instruments were improved and items that were either not well comprehended or loaded poorly basing on respondents views were deleted. The final research instruments were later developed which were further subjected to validity and reliability tests where Cronbach Alpha was used to test for reliability while construct and discriminant validity tests were undertaken for validity measures. The results obtained are indicated in the table 6 below where all passed the cut-off point of 0.7.

Table 6: Reliability Test for the Final Study

Variables	Cronbach results	Decision
Corporate Transformation	.726	Passed
Organisational Effectiveness	.784	Passed

Source: Field data, 2020

Exploratory Factor Analysis

Factor analysis is a statistical approach for identifying a limited number of variables that is, it is used as a data reduction strategy or procedure [16]. It might be exploratory if the researcher is unsure of which components to extract, or confirmatory if the constructs are known but the researcher wishes to double-check them [16]. In this study, exploratory factor analysis was performed to determine the number of components postulated earlier in the study and to determine if the factors were unidimensional or multidimensional. It was also utilized to distinguish the variables' visible constructs from their hidden constructs. Principal component analysis was used to help the researcher in the identification of the patterns of data so as to be able to express data in terms of similarities and differences [28]. Principal Component Analysis was also used to help the researcher in the reduction on the number of dimensions without much loss of the original information, reducing redundancy in data and prepare the data for further analysis using other techniques. The study used Varimax Orthogonal rotational method

due to its ability to maximise the sum of variances of the required loadings of the factor matrix. Keiser Meyer Oklin (KMO) and Bartlett's test of Suphericity was used to measure the sampling adequacy as suggested by [29] that it used to check the case variable ratio for analysis to continue. Thus the KMO index should range from 0.1 to 0.5 as the acceptable level of significance for the Bartlett's test for Suphericity (p<0.5). Based on Keiser's recommendation, the Eigen values greater than 1 were retained. KMO's sampling adequacy was evaluated basing on: .90 being marvellous, .80 being meritorious, .70 being middling, .60 being mediocre, .50 being miserable and <.50 being un acceptable as suggested by [30]. Exploratory factor analysis was done variable by variable. For the independent variable (corporate transformation) the Total Variance Explained was extracted using Principal Component analysis basing on original data, 9 items with a cumulative percentage of 88.029 and middling KMO=.705. For all the factors extracted, the basis was >.50 being acceptable following the [31]. However items which were loading poorly as indicated in the list of commonalities were discriminated or suppressed. More still the total variance explained by cumulative percentage of 88.029 indicates the 22 items with Eigen values of above 1. The Scree plot showing 22 items with Eigen values greater than 1 confirms the results in. Basing on Varimax rotation and Keiser Normalisation, the results from the rotated component matrix for the independent variable corporate transformation are presented in table 3.2. The item loadings with values < .5 were discriminated and suppressed basing on [30] rule that factors recognised are those with Eigen values of 1 resulting into 4 factors being got in. The principal component analysis for corporate transformation produced 4 factors which included Reframing, Restructuring, Revitalisation and Renewal as shown in table 7.

Table 7: Rotated Component Matrix[a]

	Component			
	Reframing	Restructuring	Revitalisation	Renewal
RF1	.902			
RF3	.765			
RF4	.698			
RF7	.852			
RF9	.867			
RF10	.787			
RF14	.892			
RF15	.758			
RF16	.846			
RS3		.757		
RS4		.712		
RS5		.901		

RS9		.704	
RS11		.419	
RS13		.847	
RS15		.959	
RS16		.859	
RS18		.658	
RV3			.686
RV4			.777
RV5			.735
RV6			.668
RV8			.679
RV9			.745
RV13			.713
RV14			.831
RV15			.851
RN1				.765
RN2				.682
RN3				.849
RN7				.740
RN8				.768
RN10				.829
RN11				.756
RN12				.780
RN13				.892
Eigen values	4.251	4.199	3.089	2.968
Percentage variance	11.809	11.665	8.580	8.243
Cumulative percentage	11.809	23.474	32.054	40.297

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalisation.
a. Rotation converged in 7 iterations.

The results to show the sampling adequacy measurement using KMO and Bartlett's test of Suphericity indicated that ax²=1.158, df=160 and pv<0.001 was obtained. This suggests that there is a significant difference between correlation matrix and the identity matrix showing that it was appropriate to factorise the variables because they would not correlate with one another. Middling KMO index =0.789 was obtained suggesting that the variables were appropriate for factor analysis as depicted in table 8.

Table 8: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.789
Bartlett's Test of Suphericity	Approx. Chi-Square	1.158E3
	Df	160
	Sig.	.000

For the dependent variable (organisational effectiveness), total variance explained was extracted using principal component analysis basing on the original data where 8 items were extracted with the cumulative percentage of 75.642 and a middling KMO=.725. All factors were extracted basing on >.5 as being acceptable as advanced by [29] as indicated in the table of commonalities in appendix 22. The total variance explained with a cumulative percentage of 75.642% showed the 8 components with the values above the Eigen value of 1 as shown in Appendix 23. The Scree plot showing 8 items with Eigen values greater than 1 confirms the results in Appendix 24. The rotated component matrix indicated the 8 items with their loadings and cross loadings in Appendix 25.

Using SPSS version 20 and basing on Varimax rotation and Keiser Normalisation, the results of the rotated component matrix for the dependent variable (organisational effectiveness) are presented in table 9. The component loadings with values less than .50 were discriminated and suppressed. The baseline for recognition was based on [30] suggestion of Eigen values of 1 and from this four factors were obtained as shown in Appendix 26 and 27. The principal component analysis for organisational effectiveness produced 4 items including quality, customer satisfaction, cost management as well as supplier satisfaction. The results suggested that quality is the most important factor in organisational effectiveness. The items under quality account for 16.978% of total variance, the items of customer satisfaction account for 16.361%, the items of cost management accounted for 11.657% and lastly the items of supplier satisfaction accounted for 10.864%. They all account for the total of 55.860% of the total variances as indicted in table 9.

Table 9: Rotated Component Matrix[a] for Organisation effectiveness

	Component			
	Quality	Cost management	Customer satisfaction	Supplier satisfaction
EF1	.918			
EF2	.953			
EF3	.879			
EF5	.754			
EF8		.764		
EF9		.681		
EF10		.850		
EF13		.869		
EF14			.878	
EF15			858	
EF16			.838	
EF18			.825	
EF21				.873
EF22				.745
EF24				.737
EF25				.807
Eigen value	4.473	1.780	1.612	1.346
Percentage of Variance	16.978	16.361	11.657	10.864
Cumulative variance	16.978	33.339	44.996	55.860

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalisation.

a. Rotation converged in 6 iterations.

Results from measuring sampling adequacy using KMO and Bartlett's test of Suphericity indicated that a $x^2=1.299$, df=170 and pv.000 was obtained. This shows that there was significant difference between the correlation matrix and identity matrix showing that it was proper to factorise the variables as they would not correlate to each other. A middling KMO index of 0.784 was obtained showing that it was proper for the variables to be factorised as shown in table 10.

Table 10: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.784
Bartlett's Test of Sphericity	Approx. Chi-Square	1.299.E3
	Df	170
	Sig.	.000

Data management and processing
This process involves checking the data collection instruments especially questionnaires for completeness to allow coding and entry into SPSS software, checking the scales and missing value analysis. In checking of scales the intention was to make sure that the data on demographic characteristics was nominally scaled since they are usually categorical variables and also to confirm that the rest of the variables (corporate transformation and organisational effectiveness are scaled at metric because they were measured at interval level.

Missing value analysis
After collecting completed questionnaires there was additional checking to find out the missing values that could be left out by the respondents while filling the questionnaires. According to Tabachnick, [32], missing data is one of the frequent problems in the process of data analysis and it becomes a serious problem basing on the pattern of missing data, how much data is missing and why such data is missing. Thus while handling missing data analysis, the most important thing is the pattern of missing and not the amount of data missing. Missing data is usually categorised according to whether it is missing completely at random, missing at random also known as the ignorable non response and missing not at random or the non-ignorable. According to [33], the distribution of missing in missing completely at random is unpredictable. However it can be predicted from other variables in the data set when data are missing at random. Important to note is that in missing not at random the missingness is in the dependent variable and therefore such an element cannot be ignored. In relation to missing value analysis in the demographic characteristics of the respondents, frequency distribution tables were generated and the findings showed no missing values in these items. However for the other constructs in the questionnaire (corporate transformation and organisational effectiveness, missing values were found and determined by expected maximisation considering the results of little missing completely at random. The table 11 shows the statistical results of the little missing completely at random.

Table 11: The Little missing completely At Random statistical results

| Test	Results
Chi-square	151.479
Df	118
Sig. (p)	0.075

Source field data 2020

The results from table 11 indicate the Little Missing Completely At Random tests as Chi-square = 151.479, df =118 and p =0.075 which implied that it was not significant (p =0.05). According to [33], this non-significant result is desirable to reject the null hypothesis which states that data are completely missing at random and support the alternative hypothesis which states that data are not missing completely at random. This implies that the probability of the missing data pattern diverging from randomness is greater than 0.05 and therefore

according to [34], the missing completely at random can be generalised. However to reduce the chances of losing data through deleting the missing values as they were for different variables, linear interpolation method was adopted to replace them. This method according to

[35], works through imputation of the last complete observation value before the missing data and the first complete observation value after the missing value instead of missing data. Figure 2 below shows the summary of missing value analysis.

Figure 1: Showing the summary of missing value analysis

Variables

Cases
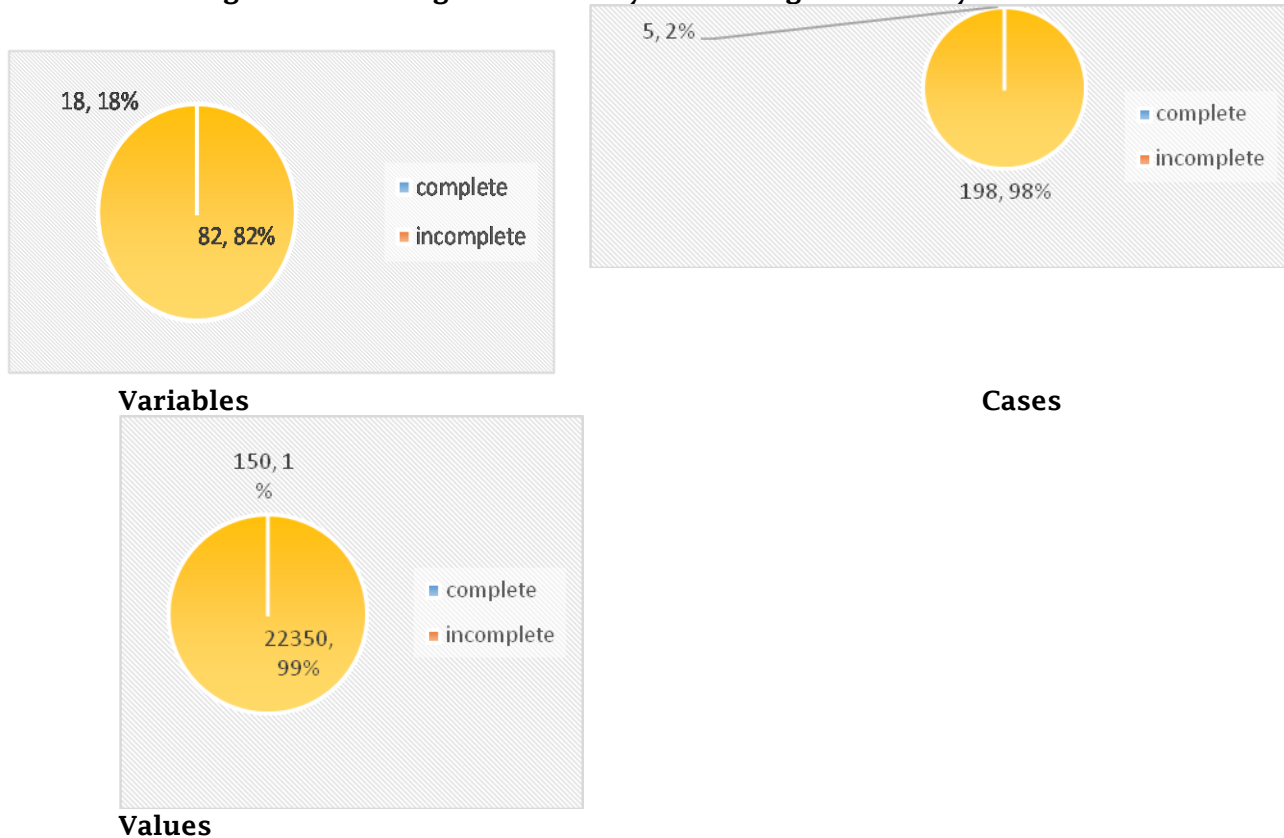
Values

Results from figure 2 showed a missing value of 1% which was below the rule 5% as suggested by [33]. They suggested that in any study challenges relating to missing values are usually less serious and therefore where they are negligible and ignorable this should be applied to allow the study progress. Thus basing on the results in figure 2 the researcher followed the advice of [33] and considered the missing values ignorable to allow the study continue.

Linearity test

Linearity test was done in order to establish the relationship between the independent and dependent variables. It assumes that there is a linear relationship between the two variables. Linearity

assumption between two variables can be examined using bi-variate correlation and baseline regression.

Bivariate correlation

Correlation coefficient is always used to examine whether there is a relationship between two and the strength of such a relationship. According to [16], the correlation coefficient r is used to measure the degree and strength of such a kind of relationship. In other words the r value measures the magnitude and direction which is usually either positive or negative. According to [20], the r value ranges from -1 to 0 to 1 with no units attached. Thus an r value of 0 indicates no relationship while an r value of 1 indicated a stronger relationship. The

bivariate correlation results of the independent variable (corporate transformation) and the dependent variable (organisational effectiveness) are shown in table 12.

Table 12: Correlation Results

		Corporate transformation	Organisational effectiveness
Corporate transformation	Pearson correlation	1	.381*
	Sig. (2-tailed)		.000
	N		203
Organisational effectiveness	Pearson correlation	.381*	1
	Sig. (2-tailed)	.000	
	N	203	203

* Correlation is significant at the 0.05 level (2-tailed)

The study tested for correlation coefficient using Pearson correlation coefficient method. This method was preferred since data was mainly measured at interval level [28]. The results from table 12 show that the independent variable (corporate transformation) is positively and significantly correlated with the dependent variable (organisational effectiveness) with r = .381 at 95% confidence interval.

Baseline Linear regression
The main use of regression analysis is to examine the relative impact of independent variables on the dependent variable. According to [36], it usually contains one explanatory variable and linear with respect to both the dependent variables and the regression parameters. According to [37], in addition to obtaining the equation that best fits the data, another objective of conducting a linear regression analysis is to find out whether the assumptions underlying the normal relationship are met in the data. The results for baseline regression are presented in table 13.

Table 13: showing baseline regression results

ANOVA[b]			
Model	Df	F	Sig.
Regression	1	35.388	.000[a]

a. Predictors: (constant), Corporate Transformation
b. Dependent variable: Organisational Effectiveness

From the findings in table 13, it was revealed that the model is significant because p = .000 < 0.05 and the F = 35.388 meaning that there is a linear relationship between the independent variable corporate transformation and the dependent variable organisational effectiveness. This shows that the parametric assumptions of linearity are satisfied by the study.

Data Analysis and Interpretation
The act of verifying what was gathered in a survey and drawing conclusions and inferences is known as data analysis. It entails examining the obtained data and identifying patterns of connection between data groupings [19]. In order to improve the validity and reliability of the study, the researcher used both quantitative and qualitative research techniques in data analysis for methodological triangulation [16].

Quantitative data analysis
The data was cleaned, sorted, and input into the SPSS computer software, where it was analysed. According to [38], frequency distribution tables were employed to summarize the demographic data. The amount of transformation and organizational effectiveness were

determined using measures of central tendency, particularly mean and standard deviation. The link between corporate transformation and organizational effectiveness was determined using Pearson linear correlation coefficient. The contribution of corporate transformation components in producing unit changes in organizational effectiveness was determined using hierarchical regression analysis.

Qualitative data analysis

Thematic analysis was used to analyse qualitative data. Thematic analysis, according to [39], is the act of seeking for themes that emerge as essential ideas to explain a phenomenon under investigation. Thus it is a method for identifying, analysing, and reporting themes in data. Thematic content analysis was used to analyse the interviews, which were taped on a tape recorder with the participants' knowledge and agreement. The portions of each transcript that focused on research questions were the unit of analysis. Each interviewee was given a unique code. The data was analysed using [40]. Initially, a scheme describing the research variables was created using the literature to generate operational definitions that aided the coding process. As a result of this procedure, categories were created, which were subsequently coded into tree nodes. Following that, all transcripts were thoroughly examined, and text sentences were further classified into emerging themes and sub category codes. This qualitative data analysis approach was chosen since it is both time and cost effective.

Ethical Considerations

During the gathering and processing of data the following ethical principles and standards according to [16] were abided by the researcher.

Informed consent: The respondents were informed and told that their participation in the study was completely optional, and that they may withdraw at any moment or refuse to answer any questions they didn't like or felt uncomfortable with.

Benefits of the research: The information that was collected from the participants and results of this study were assumed to benefit the researcher and the companies nationally and internationally at large by creating awareness about corporate transformation and organisational effectiveness in the Igara Growers Tea Factory as the study would be published for reference by other scholars.

Confidentiality and privacy: Identification of participants was by means of numerical codes. The researcher accorded the required respect to the respondents' privacy and treated with utmost confidentiality all the information provided by the respondents. The researcher ensured that the identities of both individual respondents and their respective departments remained strictly anonymous.

Selection of participants: This researcher gave all individuals an equal chance to participate in the study. Factors like tribe, interest group, race, or religion were not given priority in selecting respondents. Participants were chosen using simple random and purposive selection procedures to guarantee that everyone had an equal chance of being chosen for the research.

Incentives and Reimbursement: There was no direct benefit to respondents' participation in this study, but compensation and reimbursement was offered where applicable especially transport to the interviewees who were coming from far.

Approval procedure: Approval to carry out the study was sought from the Post Graduate Studies and Research Directorate and finally Institutional Research Ethics Committee of Kampala International University. From Institutional Research Ethics Committee of Kampala International University the researcher proceeded to Uganda National Council for Science and Technology for final approval to go for data collection. These approval letters were presented to the management of Igara Growers Tea Factory where data was collected. Permission was sought from the management of the factory before the study was conducted and it was

guaranteed by receiving an acceptance from the management of the factory.

Respect for community: The procedures involved in this study were not be against the local community, beliefs, traditions and culture. Prior to publication, the major study findings were communicated

to the management of the factory as a form of feedback.

Audio recording: Permission was sought during interviews to record the participants information for use data analysis.

RESULTS

Response rate

The researcher planned to collect data from 224 respondents. However, the

response rates are as presented in Table 14.

Table 14: Response Rate for the Study

Instruments	Targeted	Actual	Response Rate
Interview	15	15	100%
Questionnaires	209	203	97.1%

Source: Primary Data, 2020

The data in Table 14 shows that interview data were collected from all the 15 (100.0%) planned respondents and questionnaire survey data from 203 (97.1%) respondents out of the initially planned 209. The general response rate for both categories of the respondents was 218 (98%). This was considered an appropriate response rate as suggested by

[41] that a response rate of 0.60 (60%) and above is good enough to generate sufficient data for the study.

Demographic characteristics of respondents

Gender of respondents

The demographic characteristics regarding gender are presented in Table 15.

Table 15: Frequency distribution of respondents by gender

Gender	Frequency	Percent
Male	132	65.0
Female	71	35.0
Total	203	100.0

Source: Field data, 2020

Table 15 shows that majority of the respondents by gender distribution were male made up of 65% and females were few up to 35%. This means that majority of the workers who participated in the study were male staffs implying that most

of the factory work is done by men who are more energetic.

Age of respondents

Responses regarding age of respondents are shown in table 16.

Table 16: Frequency distribution of respondents by age group

Age group	Frequency	Percent
29 years and below	44	21.7
30-39 years	117	57.6
40-49 years	36	17.7
above 50 years	6	2.9
Total	203	100.0

Source: Field data, 2020

Table 16 indicates that majority of the respondents were between age groups of 30-39 which had 57.6%. This is the youthful and energetic age that is willing to work. The least was the respondents who are above 50 years old contributing 2.9%.

Marital status of respondents

Responses regarding marital status of respondents are shown in table 17.

Table 17: Frequency distribution of respondents by marital status

Marital status	Frequency	Percent
Married	127	62.5
Single	63	31.0
Separated	6	3.0
Widow	7	3.4
Total	**203**	**100**

Source: Field data, 2020

Table 17 reveals majority of the respondents who participated in the study were married accounting for 62.5%. Married people are the ones obliged and committed to work because they have responsibilities to take care of their families. The least were the separated and widowed who comprised 3% and 3.4% respectively.

Qualification of respondents

One of the demographic characteristics included in this study was the level of qualification of respondents. This is presented in table 18.

Table 18: Frequency distribution of respondents by qualification

Qualification	Frequency	Percent
Secondary	3	1.5
A level	6	2.9
Certificate	4	1.9
Diploma	56	27.5
Bachelors	123	60.5
Masters	10	4.8
Others	1	.5
Total	**203**	**100.0**

Source: Field data, 2020

Table 18 illustrated that majority of the respondents hold bachelor's degrees (60.5 %) and the least were others (postgraduate diploma), secondary and certificate. This means that majority of the respondents were qualified for the jobs they were doing and had knowledge of understanding and answering the questionnaires.

Duration of respondents in the factory

In relation to the length of work in the factory, the responses of the participants are presented in table 19**.**

Table 19: Frequency distribution of respondents by length of work

Length of work	Frequency	Percent
less than one year	14	6.9
1-3 years	67	33.0
3-5 years	50	24.6
above 5 years	72	35.5
Total	**203**	**100.0**

Source: Field data, 2020

From table 19 it was found out that majority of the respondents had worked in their current factory for 5 years and above forming 35.5% followed by those who had worked for 1-3 years forming 33% and the least being those who had worked for less than 1 year forming 6.9%. Majority of the respondents were not new in the factory.

Regression

Regression analysis was adopted to examine if revitalisation significantly predicted organisational effectiveness in the Igara Growers Tea Factory in Bushenyi district in Uganda. The findings from regression analysis showed revitalisation with the co-founding variables predict 21.9% (R^2 = .219) of the changes in organisational effectiveness. The findings further showed that the model was a good fit for the data (F = 7.594, p = .000) meaning that the model linearly and significantly predicted 21.9% of organisational effectiveness. The model showed that revitalisation alone as a predictor explains 15.6% (ΔR^2 = .156) of the changes in organisational effectiveness others factors held constant. The analysis further indicated that revitalisation constructs significantly and positively influence organisational effectiveness (β = .424, p = .000) showing that a change in revitalisation leads to a significant change in organisational effectiveness by .424. Thus a unit change in revitalisation will increase organisational effectiveness by 42.4%. The correlation results further revealed that there is a significant relationship between revitalisation and organisational effectiveness as shown in table 22 where r = .455. Thus the null hypothesis which stated that there is no significant relationship between revitalisation and organisational effectiveness was rejected and the alternative hypothesis which stated that there is a significant relationship between revitalisation and organisational effectiveness was accepted.

From the qualitative wing of findings, the responses in relation to revitalisation and organisational effectiveness in the Igara Growers Tea Factory in Bushenyi district in Uganda were presented in table 20.

Table20: Qualitative responses on revitalisation and organisational effectiveness

Serial number	Status	Responses
Respondent 5	Customers	*"The products offered by the Igara Growers Tea Factory in Bushenyi district are commendable. They can be accessed without any hassle. Previously it was not easy to access them because the quality products were not sold in the local market. But as of now I can easily order for the quantity and quality I need and I get it in its perfection without any difficulties".*
Respondent 4	Customer	*"On line transaction is one of the greatest innovation in the business sector. I have found it effective in transacting with the Igara Growers Tea Factory in Bushenyi district which has improved the quality of the products beyond my expectations"*
Respondent 6	Customer	*"Transformation has come with innovations which have improved the quality of the products and reduced the time we have been taking to access the products from this factory which is an indicator of effectiveness".*
Respondent 3	Supplier	*What is can say is that I find it interesting and beneficial to sell green tea to the Igara Growers Tea Factory inBushenyi district in Uganda. The payment mode for the factory is now better compared to before the transformation where payment would delay and eventually the factory would end up not paying the farmers.*
Respondent 4	Supplier	*"The payment mode is now perfect. Unlike what used to happen in the past and before transformation when payments would last long and prices being very low most of the times, currently the payments are regular every end of the month and the factory offer the best prices compared to factory in other regions around".*

Source; Field data 2020

The findings from table 20 showed that both qualitative and quantitative data do confirm that there is a significant relationship between corporate transformation in terms of revitalisation and organisational effectiveness.

DISCUSSION

A significant and positive relationship was established between revitalisation and organisational effectiveness (r=.455*, p<0.05). This means that an increase in revitalisation will result into an increase in organisational effectiveness. The results further indicated that a unit change in revitalisation results into improvements in organisational effectiveness. The respondents accepted that factors like having a market focus, inventing new businesses and changing rules through information technology are important to organisational effectiveness. The important effects of revitalisation on organisational effectiveness in terms of improvement performance show that factory must make sure that they adopt professional approach in marketing its products, develop a trend of creating of new businesses and communicate with employees in time to ensure effectiveness. Past studies like that by [42,43,44] which assessed the organisational effectiveness of Ugandan construction firms made four major points: Most workers are not satisfied with their financial reward, position status is not able to achieve personal goals, workers were not satisfied with the level of training and workers were not satisfied with the level of participation in decision-making. [45,46]. It was, therefore, recommended that firms

should always dwell on these grey areas in order to improve the organisational effectiveness of construction firms, especially in developing countries.

Amoako, *et al*. [9] opined that there is a positive and significant revitalisation and organisational effectiveness. The study also revealed that commitment partially mediates the association between trust and customer satisfaction. Trust and commitment in the hospitality industry requires innovative business practices that makes the client value all the service experience that he or she may encounter [56,47,48]. The findings indicated that customer satisfaction is influenced by trust and commitment in the hospitality industry. Similar views were held by [43] who observed that revitalisation in terms of selected Total Quality Management practices which included customer focus, top management commitment, continuous improvement and employee involvement significantly and positively influence the effectiveness of commercial

banks in Kilifi Town [49,50]. The study by [43] concluded that the banks to a great extent embrace the four TQM practices in a bid to improve service provision, client attraction and retention and also improve organisational performance, that the banks embrace continuous process, procedures and system improvement to enhance operational efficiency and customer satisfaction and that the top management was committed to enhancing service quality, employee participation and involvement in quality integration, stakeholder involvement, communication and collective decision making implying that revitalisation has a significant relationship with organisational effectiveness. The previous studies have all agreed that revitalisation has an influence on organisational effectiveness. This study therefore has established that there is a positive and significant relationship between revitalisation and organisational effectiveness.

CONCLUSION

From the findings it was revealed that there was a significant and positive relationship between revitalisation and organisational effectiveness which implied that an increase in revitalisation results into an increase in organisational effectiveness. The results further indicated that a unit change in revitalisation results into improvement in organisational effectiveness. The respondents agreed that factors like having a market focus, inventing new businesses and changing rules through IT

are important pointers to organisational effectiveness. Thus proper implementation of the reframing programmes is associated with better results on the side of organisational effectiveness. However the factory has to keep the pace of market focus, inventing new businesses and implementing IT programmes in a strong gear to maintain their contribution to general organisational effectiveness of the Igara Growers Tea Factory in Bushenyi district in South Western Uganda.

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