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Evaluation of the Relationship between Renewal 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 renewal 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. Based on the renewal and organisational effectiveness in the Igara Growers Tea Factory in Bushenyi district South Western Uganda, findings indicated that there is a positive and significant relationship between renewal and organisational effectiveness which means that an increase in renewal leads to an increase in organisational effectiveness. Regression findings indicated that a unit change in renewal results into improvements in organisational effectiveness. The respondents agreed that important aspects of renewal such as developing reward structures, commitment to individual learning and organisational development are important in ensuring organisational effectiveness. It can therefore be concluded that renewal when implemented has a positive contribution to organisational effectiveness in Igara Growers Tea Factory in Bushenyi district south western Uganda.

Keywords: Renewal, organisational effectiveness, Igara Growers and Tea Factory

INTRODUCTION

Organizational renewal, according to [1], is the implementation of new organizational business management practices in the workplace and in the interaction between a firm and its external agents. [2], moreover, all administrative efforts to renew organizational routines, processes, methods, and systems in order to renew cooperation, information sharing, coordination, collaboration, learning, and creativity are intimately connected to organizational renewal. Organizational innovation, according to [3], is a source of long-term competitive advantage. Cainelli *et al.* [4] found a two-way link between renewal and organizational effectiveness in a research. Renewed businesses beat non-renewed organizations, but the most successful corporations are also more inclined to renew and commit more resources to assure increased effectiveness. As a result of the research on renewal and organizational effectiveness, it appears that renewal has an impact on productivity and growth.

Many studies on organizational renewal capacities have been conducted by [5], and most studies recognize flexibility as a key aspect in enabling successful organizational renewal. The management literature defines flexibility in a variety of ways, [6] summarized organizational flexibility as an organization's capacity to

be proactive, flexible, and resilient in reacting to change by analysing significant commonalities in these definitions. A flexible organization, according to Jones, is capable of proactively engaging in the generation of alternative options and situations; it can adapt structures, routines, and procedures to response to change. According to a study on renewal and organizational effectiveness in Spain by [7], liquidity, bank credit, trade credit, and concentration are all positively related to success in the distributive sector (rather than the processing sector), whereas entry rate is negatively related to success. Despite this, several elements in both sectors demonstrate a high degree of predictability. The biggest positive characteristics are firm size and profitability, followed by corporate venturing and the increase of industrial operating revenues, all of which have positive and typically negative connections to success. While the previous study looked at the relationship between renewal and organisational effectiveness in the banking sector, this study looked at the relationship between renewal in the form of developing reward structures for employees, building individual learning initiatives, and developing organizations and organizational effectiveness in the tea industry particularly in Igara Growers Tea Factory.

Turyakira *et al.* [8] carried out a study in Kampala, Uganda, to determine the impact of renewal on organisational effectiveness in terms of access to finance and company competence of small business. With a sample of 384 small companies, the study used a cross-sectional approach. In order to collect data, self-administered questionnaires were utilized. SPSS was used to perform correlation and regression in this investigation. Access to financing, firm capacity, and firm effectiveness were all shown to be positively associated in the study. Access to financing and company competence both accounted for 41.8 percent of the change in small business effectiveness, according to regression analysis. On the contrary, access to finance was found to be the most crucial factor in influencing firm effectiveness as opposed to firm capability. In contrast to business competence, access to financing was shown to be the major significant factor in influencing firm effectiveness. As a result, the study recommended that regulations and programs to enhance small business owners' capacity be put in place and applied in order to improve the effectiveness of their businesses; owners on small businesses require government assistance in order to obtain low-interest financing with no collateral security, and as a result, this would enhance their effectiveness with time. More so owners of small companies must build lasting connections with customers, suppliers, and workers in order to enhance their services and products and increase their companies' performance.

Lim and Teoh [9] investigated the changing business environment in connection to renewal and organizational performance and discovered that firms are moving toward business sustainability strategies and consider it as a key corporate business. The dynamic capacities theory and contingency theory drove their research. They presented a conceptual model that suggested that sustainable leadership is a critical capability that influences business sustainability and effectiveness, and that strategic agility is critical in enhancing the impact on business sustainability and effectiveness among Malaysia's publicly traded companies. Their conceptual approach added to the body of knowledge on organizational performance by moving away from profit-based metrics and toward a more comprehensive perspective of company sustainability and effectiveness. In practice, our research revealed to regulators and managers that sustainable leadership is a key capacity that, together with strategic agility, influences company sustainability and effectiveness among Malaysia's publicly traded companies.

Sheikh and Wepukhulu [10] investigated the impact of renewal on organisational

effectiveness focussing on intellectual capital efficiency and financial sustainability of Nairobi-based Savings and Credit Cooperative Societies. The study used an explanatory cross-sectional design, with 433 management personnel from Sacco societies licensed by SASRA in Kenya as the target population. A total of 204 respondents were selected using a stratified random sampling approach. Questionnaires were used to obtain primary data for the study. The data was analysed using the Statistical Package for Social Sciences (SPSS Version 25.0). The study discovered that customer satisfaction has a significant impact on the financial sustainability of SACCOs in Nairobi County, that innovative employees are rewarded, that structural capital aids in the development of the firm's organizational activity in an effective and efficient manner to facilitate small enterprise growth, and that human capital is very important to Savings and Credit Cooperatives. According to the findings, relational capital approach had the highest impact on SACCO financial sustainability in Nairobi County, followed by structural capital strategy, customer capital, financial innovativeness strategy, and human capital strategy, with human capital strategy having the least impact on SACCO financial sustainability in Nairobi County. The study concluded that standards for human resource identification and assessment should be developed in order to improve human capital valuation, provide a greater level of utility to stakeholders, uniformity in disclosures, and provide a valid comparison of human capital values. SACCOs should update their databases as soon as possible so that structural capital may be used to boost performance. The current study, on the other hand, looked at organizational transformation and effectiveness.

Bawaneh [11] assessed the usage of Kaplan & Norton's Balanced Scorecard (BSC) to monitor the performance of Jordanian manufacturing businesses, which was adopted in the early 1990s. They used a quantitative approach and used a questionnaire to gather data from a sample of forty industrial businesses that were listed on the Amman Stock Exchange in 2018. The customer, internal process, learning and growth, and financial perspectives were investigated. Indicators in the financial viewpoint for Jordanian manufacturing businesses solely comprised standard financial metrics such as Return on Assets and Return on Equity, according to the findings. This revealed that the major financial strategy for Jordanian manufacturing businesses was to fulfil their pre-determined profit targets. Jordanian manufacturing firms exhibited a smidgeon of interest in seeking to enhance their financial performance. Because of their limited resources and strong rivalry, Jordanian manufacturing businesses should design their plans using both financial and non-financial indicators that are appropriate for them, according to the research. Despite the fact that this study gives an overview of BSC's implementation in Jordanian manufacturing businesses, it also emphasizes the necessity for more research. This study looked at renewal and organisational effectiveness in the Uganda context and in tea processing firms

Monjee [12] investigated the renewal and organisational effectiveness focussing on the influence of customer involvement in retail service brand loyalty. It also looked into the function of a salesperson's customer orientation as a mediating variable between customer engagement and loyalty. A questionnaire-based cross-sectional study of retail consumers was undertaken. The study's participants were retail consumers in the Indian cities of Pune and Bangalore. Data was analysed using factor analysis and SPSS process method. The suggested model sought to demonstrate the partial mediation impact of a salesperson's customer orientation on engagement and loyalty. The study established and validated the literature-based connection between engagement and loyalty. Although the impacts of Engagement on Loyalty are well established, the study's novel contribution is the role of Customer

Orientation dimensions as mediators between Engagement and Loyalty intention. This research was conducted on a specific set of retail consumers. As a result, it limited the generalization of results to other populations. The importance of customer involvement in achieving customer loyalty in the Indian retail industry was explored in this study. This understanding would help retailers to better prepare for the growing internet market. The brick and mortar shops, if they give more attention to the training of salespersons towards customer orientation and keep their customers engaged so that they are more positive towards the salesperson, would enhance the customer loyalty for their customers. Thus, the managerial efforts would contribute towards efficient improvement of the traditional retail industry against the online market. In this study organisational effectiveness was looked at in form of customer loyalty however in the current study organisational effectiveness was looked at in terms of customer satisfaction, quality of the products, supplier satisfaction and cost management.

Aim of the Study

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

Specific Objective of the Study

To find out the relationship between renewal and organisational effectiveness in Igara Growers Tea Factory in Bushenyi District.

Research Hypothesis

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

METHODOLOGY

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 [13].

Philosophical Assumptions

The assumptions and ideas that control how we perceive the world are referred to as research philosophy [14]. There are four primary research philosophical viewpoints, according to [15], 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.*, [16] 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 [16]. Realism is concerned with explanation of any materialisation of philosophical realism; it is a truth that reality exists autonomously from the entity [16]. 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 [17]. 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 [16]. 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 [18]. According to [19], 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 [20]. Creswell [18] 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 [19], 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 [21].

Study Population

According to [21], 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 [22]. 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 [17]. This agrees with [23], 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 [23]. 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 [24]. 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 [25]. Because the researcher intended to identify the respondents based on their shared features, this method was utilized [26]. 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 [17] 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 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 [19]. 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 [19].

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 [19]. 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 [19]. According to [27], 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 [19; 28]. 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 [19]. 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 [19]. Interviews are favoured, according to [29], 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 [30]. 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 [30], 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 [19]. 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 [30], is referred to as reliability. Amin [19] 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 [31] 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 [19]. 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 [19]. 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 [32]. 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 [33] 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 [34,35,36,37,38]. 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 [35,39,40]. 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 [34,41,42,43] 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 table7.

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 ax^2=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 [33] 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 [34] 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 [36], 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 [36,42,43,44,45,46], 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 [47,48,49,50]. 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.

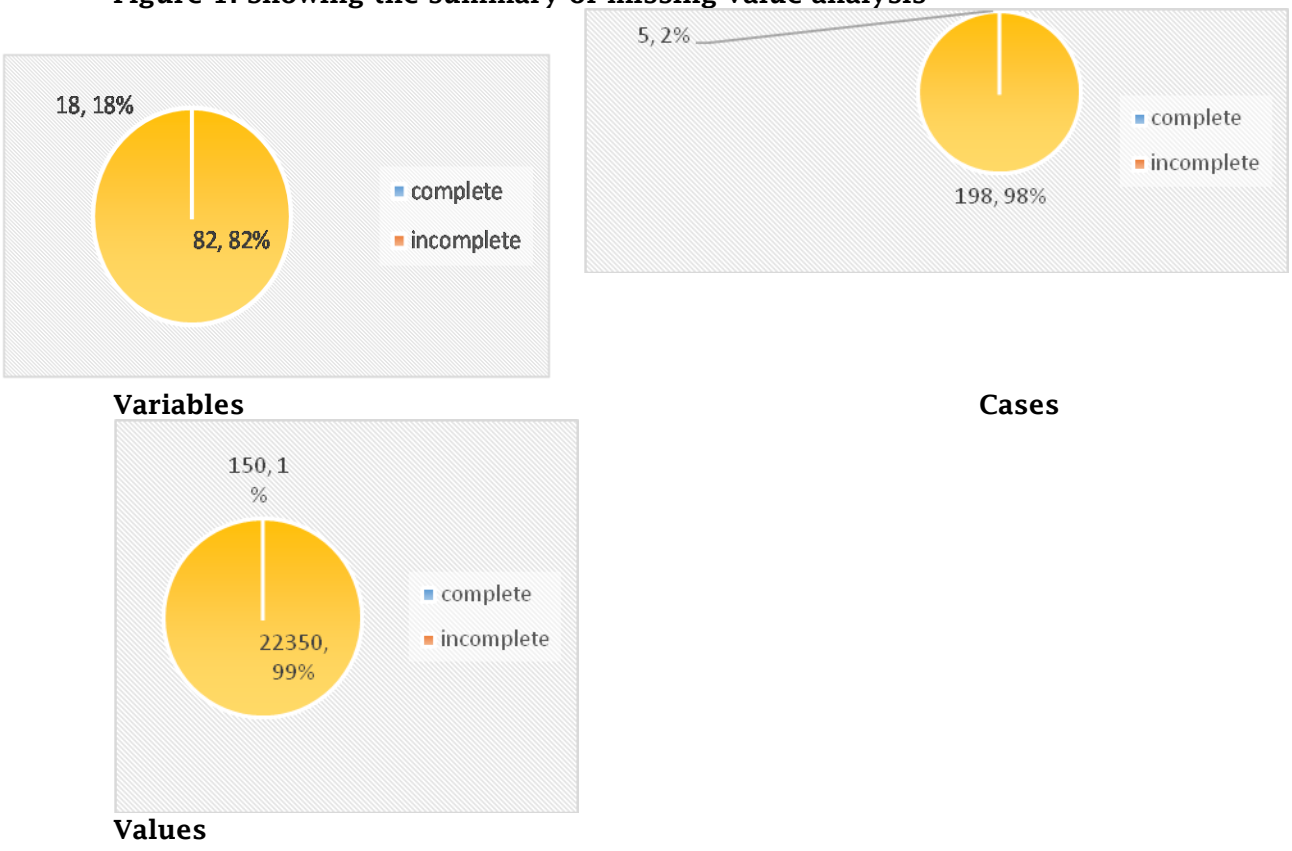
Table 11: The Little missing completely At Random statistical results

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 [36], 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 [37], 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 [38], 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



Results from figure 2 showed a missing value of 1% which was below the rule 5% as suggested by [36]. 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 [36] 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 [19], 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 [23], 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 [32]. 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 [39], it usually contains one explanatory variable and linear with respect to both the dependent variables and the regression parameters. According to [40], 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 [22]. 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 [19].

Quantitative data analysis

The data was cleaned, sorted, and input into the SPSS computer software, where it was analysed. According to [41], 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 [42], 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 [43]. Initially, a scheme describing the research variables was created using the literature to generate operational definitions that aided the coding process [47,48,49,50]. 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 [19] 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 [44] 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.

Relationship between renewal and organisational effectiveness in the Igara Growers Tea Factory in Bushenyi district in Uganda.

Regression

To determine whether renewal significantly predicted organisational effectiveness in Igara Growers Tea Factory in Bushenyi in Uganda regression analysis

was adopted. The findings showed that renewal predicted 22.8% (R^2 =.228) of the changes in organisational effectiveness. This means that 22.8% of organisational effectiveness in explained by renewal and the co-founding variables. More so the findings indicated that the modal was a good fit (F = 7.157, p = .000) meaning that it significantly and linearly predicted organisational effectiveness. When all other parameters are held constant, the regression findings show that renewal alone predicts 1.2 percent (R2 =.012) of the improvements in organizational performance at the Igara Growers Tea Factory in Uganda's Bushenyi district. The results still showed that renewal constructs have a positive and significant impact on organizational effectiveness (=.097, p =.000), implying that a change in renewal causes a significant change in organizational effectiveness of.097, and thus a unit change in renewal influences organizational effectiveness by.097. As a result, the null hypothesis which stated that there is no significant relationship between renewal and organizational effectiveness was rejected, whereas the alternative hypothesis which stated that there is a significant relationship between renewal and organizational effectiveness was accepted.

Qualitative responses on renewal and organisational effectiveness

The quantitative results were corroborated with the responses from the qualitative side and the qualitative responses were presented in table 20.

Table 20: Qualitative responses on renewal and organisational effectiveness

Serial number	Status	Response
Respondent 7	Customer	*"Transformation has helped me so much. The biggest advantage is that you do not have to go the factory to access the products they offer. Even it has reduced on the time it used to take for an order demanded to be supplied".*
Respondent 8	Customer	*"What I can tell you is that change is change. It has improved all the operations of the factory. Actually now even there are many people who go to this factory to buy their products unlike before the factory underwent transformation".*
Respondent 9	Customer	*"I can say that transformation has improved on the effectiveness of the factory especially easing access to the products and making the transaction process fast".*
Respondent 10	Customers	*"Yes, the quality of the products has improved in terms of reliability, accessibility and customer satisfaction. More still the factory is ranked best compared to the others in the districts around".*
Respondent 5	Supplier	*"The payment mode is now convenient because the tea factory in Bushenyi pays in time and offer the best prices compared to others factory around in other districts. What I can tell you is that the factory have now stabilised in terms of effecting payments to farmers or suppliers of green leaf as opposed to what was happening in the past before transformation".*

Source; Field data, 2020

Responses from both qualitative and quantitative findings indicated that there is a significant relationship between renewal and organisational effectiveness.

DISCUSSION

The study revealed a positive and significant relationship between renewal and organisational effectiveness (r=.176*, p< 0.05). This means that an increase in renewal will lead to an increase in organisational effectiveness. Regression findings indicated a unit change in renewal will result into changes organisational effectiveness. The respondents accepted that important

aspects of renewal such as developing reward structures, commitment to individual learning and organisational development are important in ensuring organisational effectiveness. The findings from this objective are in line with prior studies like that by [9] who in relation to renewal and organisational effectiveness studied the dynamic business world and found out that companies are moving towards business sustainability strategies and regarded it as a core company business. Practically, their study provided insights to the regulators and managers that sustainable leadership is an important capability; and along with strategic agility; influence business sustainability and effectiveness among Public Listed Companies in Malaysia.

These findings are further supported by past studies like that by [4] who opined that there is a two-way relationship: renewed firms outperform non-renewed ones, but the most successful companies are also more likely to renew and devote more resources to ensure improved effectiveness. Therefore, the evidence on renewal and organisational effectiveness suggests renewal has an effect on effectiveness in terms of productivity and growth. Yehui and Ramon [7] contend that it is obvious that in the distributive sector (rather than processing sector) that liquidity; bank credit, trade credit, and concentration are positively related to success while entry rate is negatively related to success. In spite of that, some factors still show strong predictability in both sectors. Firm size and profitability are the strongest positive factors, which are followed by corporate venturing and the growth of industrial operating revenues, with positive and generally negative relationships to success respectively.

Sheikh and Wepukhulu [10], more so in relation to renewal and organisational effectiveness suggested that customer satisfaction affects the financial sustainability of SACCOs in Nairobi County to a great extent, that innovative employees are rewarded, structural capital helps to develop the organisational activity of the firm in effective and efficiently manner to facilitate small enterprise growth, that human capital is very crucial to Savings and Credit Cooperative Societies performance and the banks should increase investment in Human Capital, that there is longevity of relationships. The study concluded that relational capital strategy had the greatest effect on financial sustainability of SACCOs in Nairobi County, followed by structural capital strategy then customer capital, then financial innovativeness strategy while human capital strategy had the least effect on financial sustainability of SACCOs in Nairobi County. The study recommended that standards should be created for human resources identification and measurement to enhance valuation of human capital, ensure a higher degree of utility to stakeholders, uniformity in disclosures and will show a reliable comparison of human capital values. SACCOs should update their database promptly to enable utilisation of structural capital to spur performance. In support of the findings of this study prior studies have indicated that renewal has contributed to influencing organisational effectiveness [4,9,15,50,51,52]. With the evidence from literature it can therefore be concluded there is a positive and significant relationship between renewal and organisational effectiveness.

CONCLUSION

Basing on the renewal and organisational effectiveness in the Igara Growers Tea Factory in Bushenyi district South Western Uganda, findings indicated that there is a positive and significant relationship between renewal and organisational effectiveness which means that an increase in renewal leads to an increase in organisational effectiveness. Regression findings indicated that a unit change in renewal results into improvements in organisational effectiveness. The respondents agreed that important aspects of renewal such as developing reward structures, commitment to individual learning and

organisational development are important in ensuring organisational effectiveness. It can therefore be concluded that renewal when implemented has a positive contribution to organisational effectiveness in Igara Growers Tea Factory in Bushenyi district south western Uganda.

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