

FROM CENTRALIZATION TO DECENTRALIZATION: ORGANIZATIONAL RESTRUCTURING WITHIN A LEGISLATIVE CONTEXT IN THE PUBLIC SECTOR

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Abstract

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This literature review delves into the repercussions of decentralization reform on organizational frameworks worldwide. It scrutinizes the empirical correlation between past organizational setups in developing nations and current structures resulting from decentralization policies, combining various theoretical frameworks to enhance organizational architecture. The institutional reforms, short-term political motivations, instrumental incoherence, reformers' incentives, and decentralization types (Faguet & Shami, 2022). Two principal objectives steer this research: first, to furnish a comprehensive comprehension of the historical trajectory of decentralization administration, and second, to proffer restructuring strategies for the public sector aimed at enhancing the provision of public services through decentralization strategies. This study contributes to organizational reform through decentralization initiatives, using qualitative methods and CiteSpace software. The literature review highlights the beneficial impact of administrative decentralization and innovative frameworks on system management. Furthermore, based on bibliometric analysis, the study elucidates international research collaboration among authors, organizations, and nations. Ultimately, this research sheds light on the strategic utilization of decentralization policies to restructure organizational frameworks akin to the precision of acupuncture effectively.

Keywords: Restructuring, Administration, Centralization, Decentralization, Public Sector

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1. INTRODUCTION

Most of the theories of decentralization are, however, focused on explaining three types of decentralization: political decentralization, administrative decentralization, and fiscal decentralization (Gu et al., 2023; Ricart-Huguet & Sellars, 2023; Sarti, 2023). The most important in organizations is the administration system to process every activity and make decisions (Giest & Klievink, 2024; Stockard, 2020). Hence, the administrative system is due to different influences of administration or accepting one's attitude to follow and applied to suit the demography geography of an organization or country (Compton et al., 2023). An administrative system is a set of processes, procedures, and organizations designed to manage and structures responsible for decision-making, policy formulation, implementation, and evaluation (Steinebach, 2023).

The organizational structure today differs from conventional management in that it aims to foster effectiveness rather than adhere to efficiency-based principles (Shanafelt et al., 2023). Determining whether centralization or decentralization best suits an agency's aims and duties and seeks to improve both cost-effusiveness and responsiveness is based on pragmatic but strategic organizational design considerations (Wang, 2024). Modern public administration accepts the practice of contracting out government labor to private organizations, whether it is centralized or decentralized (Lindholm et al., 2023). In this situation, organizing for steering calls considerably more focus than an organization for rowing.

The historical perspective of decentralization is a move to manage public organizations and to organize a restructure to promote public service delivery in democratic development (Tselios & Rodríguez-Pose, 2024). Centralization to decentralization and then decentralization reform is a texture of democracy for development management. Decentralization was accepted from the 1980s onward, and the structure of management changed in public administration (Faguet & Shami, 2022). Decentralization, devolution of responsibilities and partnerships, and the reorganization of accountability linkages in service delivery altered the policy implementation process (Sager & Gofen, 2022). Understanding the process of decentralization and deconcentrating (D&D) is crucial for accepting organizational restructuring when transferring functions, resources, and decision-making from central to local government (Santagati et al., 2020).

Organizational innovation restructuring can facilitate decentralization reform by implementing civic education, citizen participation, and monitoring practices. The central government can initiate accountability through transparency, citizen report cards, and other measures (Smoke, 2015).

The quality of human resources (HR) is the gap in the literature, although decentralization and centralization have hurt an organization's effectiveness. Performance has a vital effect on an organization's ability to achieve its goals. In a decentralized organization, lower administrators have the freedom to make decisions (Away et al., 2021), accordingly, decentralization remains a global trend (Hooghe et al., 2016). The research framework

focuses on organizational restructuring administration systems following decentralization: ownership, responsibility, and coordination at the sub-national level. It takes careful planning, communication, and teamwork to ensure the decentralized structure is successful and quick decision-making to tackle the problem flexibly. Decentralization is an organizational structure that gives lower-level managers and staff more authority and autonomy by delegating decision-making to them. This method encourages a bottom-to-top flow of ideas, allowing for quicker problem-solving and decision-making and giving competitive tactics an advantage (Darvishmotevali, 2019).

This research examines the transition of government functions, resources, and decision-making from central to local government, focusing on the management of new structures under decentralization and deconcentration. Moreover, two principal objectives steer this research: firstly, to furnish a comprehensive comprehension of the historical trajectory of decentralization administration, and secondly, to proffer restructuring strategies for the public sector aimed at enhancing the provision of public services through decentralization strategies. The decentralization reform needs to progress on administrative decentralization, transferring power functions and resources, and upgrading the knowledge on tasks to be ownership and responsibility to good coordination at sub-national levels. The systematic analysis of changes made to an organization's structure and designed to increase efficiency and effectiveness for resource allocation, simplify processes, and improve overall efficiency is known as organizational restructuring. Aligning with strategic goals, restructuring research aids firms in matching their organizational structure to their strategic goals. Organizations looking to adapt, boost performance, and accomplish their strategic goals can benefit greatly from the insights and recommendations offered by organizational restructuring research. Organizations may undertake changes that will improve their long-term success by appreciating the importance of restructuring initiatives and harnessing research results.

The paper's remaining section is arranged as follows. Section 2 includes the study's review of the literature. Section 3 contains the research methodology. Subsequently, Section 4 presents the findings and Section 5 discusses them. Section 6 concludes the paper.

2. LITERATURE REVIEW

2.1. Decentralization

The concentration of governmental duties at the lowest levels of a geographically distributed bureaucracy is known as administrative decentralization. Decentralization alters the structure and raises communication costs involved with enforcing laws (Cui, 2015). It pinpoints and explores three key obstacles hindering basic expansion post-decentralization: policy uniformity, incentive challenges, and insufficient monitoring due to weak territorial and functional institutions (Efriandi et al., 2019). Decentralization and policy-relevant outcomes can enhance government

accountability, reduce political instability, and establish equitable power boundaries through political competition, public accountability, and incentives (Faguet, 2014). The literature analyzes national reforms and regional cases to illustrate cultural deconcentration and devolution in developed countries' cultural sectors, highlighting their adaptability across industries and nations.

The environmental vertical management reform, focusing on dynamics, strategy, and capacities, has been implemented to improve local policy execution, but selective implementation has been identified as a new phenomenon (Xu, 2022). The strong decentralization theorem suggests that democratic decentralization benefits parties when integrated, and primary participation regulations impact the anticipated benefits in nations with non-integrated parties (Ponce-Rodríguez et al., 2020). The influence of administrative decentralization on political dynamics, policy execution, and governance highlights its advantages and challenges, and the need for local considerations.

2.2. Organizational restructuring

Restructuring efforts after a crisis are viewed as signs that an organization has lost its credibility as a result of government intervention, increased accountability requirements, and more assessments of performance gaps (Odewale et al., 2023). The relationship between restructuring and loss of legitimacy is moderated by an organization's proximity to urban centers (Mano & Rosenberg, 2014). The impact of change assessment on employees' work-related well-being post-restructuring emphasizes the importance of involving them in positive change assessment planning (Pahkin et al., 2014). The leaders' decision-making is significantly influenced by the organizational environment, which includes frequent change, increased scope, less autonomy, and decisional inertia. There are suggestions for managing ambiguity and helping leaders make decisions based on the best available information (Spiers et al., 2016).

Over the past 70 years, the structural makeup of China's central government machinery has changed. It is shown that political cycles and economic development and reform are the key factors driving structural evolution, even while institutional advancements are still primarily confined to rhetoric and symbols (Aguja, 2023). Alternative strategies could be needed to boost interagency collaboration and speed up administrative processes (Ma & Christensen, 2020). Employees' opinions and supervisor support significantly enhance well-being in organizations, highlighting the importance of societal "uncertainty avoidance" ideals in selecting the best human resource management practices (HRMPs) (Lucia-Casademunt et al., 2018). Decision-making challenges, organizational reorganization, cultural contexts, government intervention, increased responsibility, and performance evaluations can lead to organizational credibility loss due to restructuring. There is a strong and favorable correlation between institutions and economic expansion. Additionally, found that while unemployment has hampered growth, education has fostered it (Liko, 2024). Organizations' proximity to metropolitan areas can balance this connection.

A highly decentralized approach at the other end of the organizational decision-making ladder, where lower-level employees actively participate in defining strategic choices, and a highly centralized approach at one end, where the chief executive is primarily responsible for all significant choices (Altamimi et al., 2023).

Officers' well-being depends heavily on their participation in the planning and evaluation of good change. It is advised that leaders employ ambiguity management techniques to assist in their decision-making. Present organizational structures put strategic design considerations ahead of efficiency and effectiveness. Based on agency goals and responsibilities, centralization or decentralization is selected to increase responsiveness and cost-effectiveness (Rosenbloom et al., 2022).

2.3. Ownerships, responsibility, and coordination

The research techniques, corporate governance theory breakdown, and ownership structure theory breakdown. The agency theory served as the theory for corporate governance, and the majority of the publications used the analysis approach. Since most research is experimental, a significant amount of conceptual effort is needed (Sabri et al., 2024).

Research explores ownership structures' impact on organizational effectiveness, growth, and innovation. It highlights Vietnam's conflict with universalism and national ownership in achieving Sustainable Development Goals (SDGs), emphasizing objectives and multi-stakeholder participation (Vu & Long, 2022). The argument suggests that concentrated ownership positively impacts organizational performance, with improved linkage through split-share structure modification, and this improvement persists beyond reform (Aboud & Diab, 2022). The impact of privatization on HR roles in partnerships, finding that while expert administrative jobs remain unaffected, privatization positively influences line managers' opinions of strategic partners and change agents (Asadullah et al., 2022). National ownership is crucial for global goals, while privatization can negatively impact HR operations. Mixed-ownership reform in state-owned companies can enhance independent innovation, promote high-quality development, and guarantee non-state-owned capital rights, improving governance, and accelerating exploratory innovation efforts (Yuan et al., 2022).

3. RESEARCH METHODOLOGY

3.1. Method

Studies on organizational restructuring are experimentally investigated by conducting bibliometric analysis of research publications. This analysis involves compiling abstracts of articles and categorizing them based on various attributes such as authorship, study problem, approaches, techniques, and theories used (Kajamaa & Hurmelinna-Laukkanen, 2022). An interdisciplinary framework (Petrescu & Lauer, 2017). These insights underscore the importance of considering different organizational settings and perceptions in achieving innovation and efficiency during restructuring in healthcare organizations (Salmela et al., 2021).

3.2. Process

The linkage is mentioned in the published year, subject area, document type, exact keyword, and English language to collaborate all data related to this research (Dulla et al., 2021). In studies that were not related to the goals, inquiries, and scopes of the bibliometric search, the role of research methods, especially in handling big data, was highlighted, emphasizing the need to integrate qualitative and quantitative methods for a comprehensive understanding of complex phenomena (Lawelai et al., 2023).

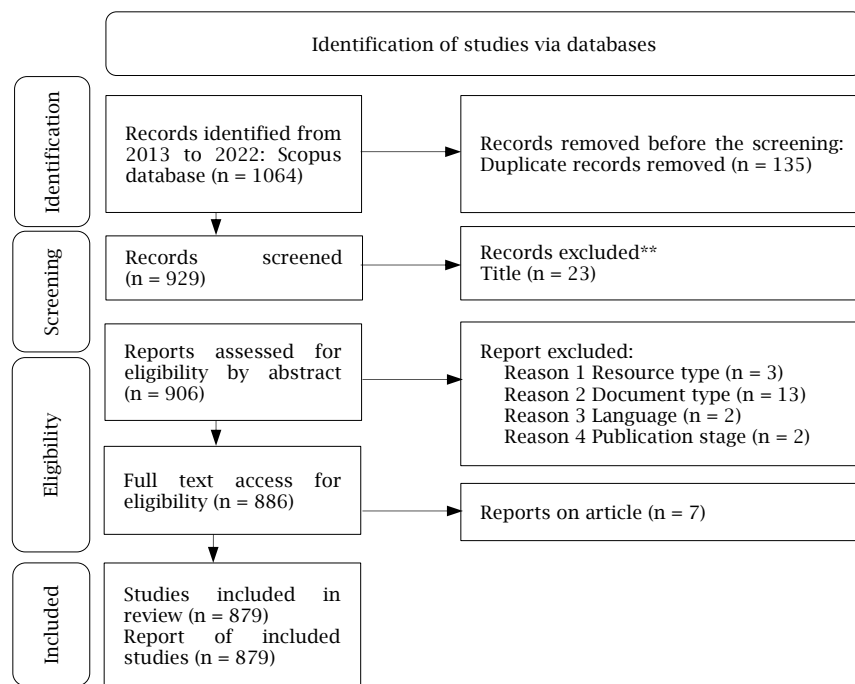
In addition, these studies explore how authors' affiliations implement strategies to promote interdisciplinary collaboration through research platforms, revealing tensions in resource allocation, division of labor, and choice of scientific output within filtered using a systemic review technique directed by a set of inclusion and exclusion criteria (Zakrzewska-Bielawska et al., 2022). As a result, articles on organizational restructuring research that have been shortlisted repeatedly and published in a variety of international journals between the years 2013 and 2022 are retrieved. Chapters from books, editorial reviews, conference proceedings, government reports, journal articles, and trade magazines are all included in this.

The data collection procedures to obtain bibliometric data from the Scopus database were used to collect the study's data. However, there are trends in this study. The analysis is based on a literature survey utilizing the Scopus database, a prominent international journal database that offers information on science and academia (Prakoso et al., 2023).

CiteSpace is a prominent researcher in the field of information visualization. It is designed to analyze and visualize scientific literature, particularly academic publications, to identify patterns, trends, and relationships with the research domain. CiteSpace utilizes a technique called co-citation analysis, which involves examining the co-occurrence of references within a collection of documents. It identifies connections between publications based on the references they cite in common. By analyzing these citation patterns, CiteSpace can generate a visualization that represents the intellectual structure of a research field or a specific topic.

The initial search yields publications with organizational restructuring-related keywords, titles, or abstracts, for example: TITLE-ABS KEY (organizational AND restructuring) AND PUBYEAR > 2012 AND PUBYEAR < 2023 AND (LIMIT-TO (PUBSTAGE, "final")) AND (LIMIT-TO (DOCTYPE, "ar")) AND (LIMIT-TO (LANGUAGE, "English")) AND (LIMIT-TO (SRCTYPE, "j")). Identifying studies following the preferred reporting items for systematic reviews and meta-analyses (PRISMA) involves several steps. Firstly, records identified from 2013 to 2022 are searched within databases. Next, these records are screened to determine their relevance. Reports are then assessed for eligibility through abstracts and full texts. Following this, eligible studies are included in the review. Finally, a report detailing the included studies is compiled, as shown in Figure 1 below.

Figure 1. Stage of selecting the article by PRISMA



Following the identification stage, screening was conducted as the second stage, involving all 1,064 articles. The aim was to exclude non-relevant articles, primarily due to duplication and other criteria. These criteria encompassed an exclusion

criterion, which was based on factors such as year, document type, publication stage, source type, and language. The selected articles comprised both articles and reviews that had reached the final publication stage. Conversely, excluded articles

encompassed those published as book chapters, conference papers, books, editorials, business articles, conference reviews, errata, and short surveys.

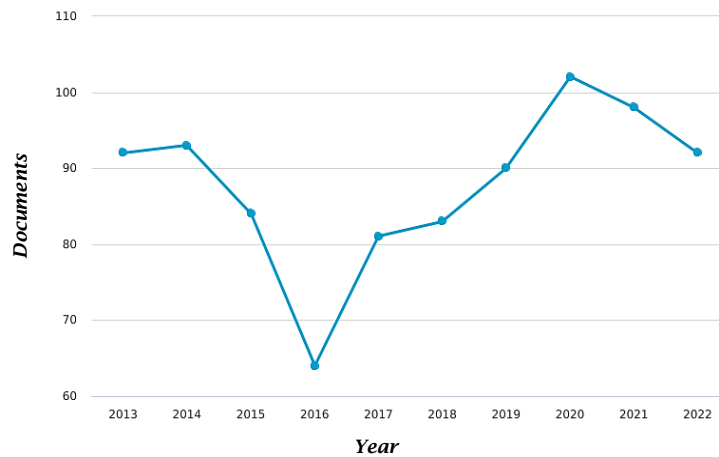
4. RESULTS

4.1. Detailed analysis of identification

The Scopus findings, which included 879 articles, offered a wealth of information in a variety of

categories. The findings present many distinct perspectives that are relevant to the issue of organizational restructuring. The writing organized all the information into categories to make it simpler to understand which years the information pertains to, which nation is most effective at disseminating research on a particular subject, where the journal originates, as well as the author's name, the agency that published the writing, and how closely related the journal is to the theme established.

Figure 2. Documents by year



Source: Authors' elaboration using the Scopus database.

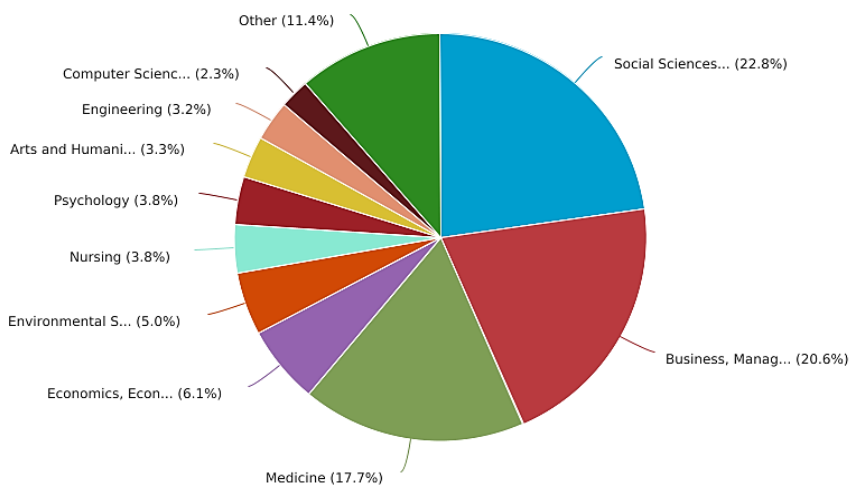
Figure 2 shows Scopus-indexed publications on organizational reorganization from 2013 to 2022, with a slight increase in 2013 but a decline from 2014 to 2016. The COVID-19 pandemic's impact on this topic lasted until 2022.

4.2. Subject area of publications

Figure 3 illustrates the extent of the issue of organizational restructuring trends and smart

transportation. The discipline of social science has the most frequent discussion of this trend, with 320 documents mentioning it at a frequency of 22.8%, according to the Scopus database. The remaining disciplines are Business Management and Accounting (20.6%), Medical Fields (17.7%), Economic Econometrics and Finance (6.1%), Nursing (3.8%), Psychology (3.8%), Arts and Humanities (3.3%), Engineering (3.2%), Computer Sciences (2.3%), and Other (11.4%).

Figure 3. Documents by subject area



Source: Authors' elaboration using the Scopus database.

The findings support that organizational restructuring is primarily influenced by public administration research, with business management and accounting being the most popular sectors.

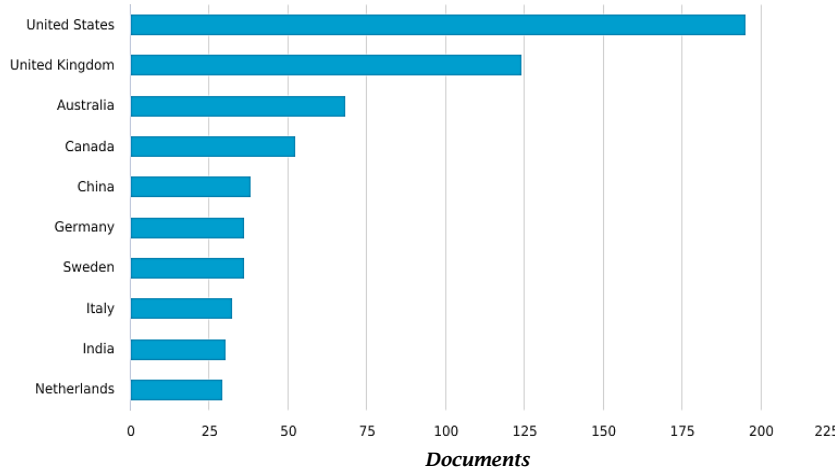
Supporting democratic development in underdeveloped nations is crucial for improving operational performance during restructuring.

4.3. Contribution of different countries

What is meant by the country's contribution here is the country that gives the most publications corresponding to the theme of organizational

restructuring from 2013 to 2022. Figure 4 shows the country that provides the publication with the theme of organizational restructuring.

Figure 4. Contribution of different countries



Note: Compare the document counts for up to 15 countries/territories. Source: Authors' elaboration using the Scopus database.

The US, the birthplace of democracy, is the most significant contributor to organizational restructuring, with key ideas and initiatives for effective subnational governments. The UK is also interested in organizational growth. Australia and Canada are medium-level publications, followed by China and India.

4.4. Source of publications

This study has several origins, including the themes of organizational restructuring. Figure 5 correctly represents the data, showing the five most prominent publishers' origins according to the highest number of publications.

Figure 5. Source of publications



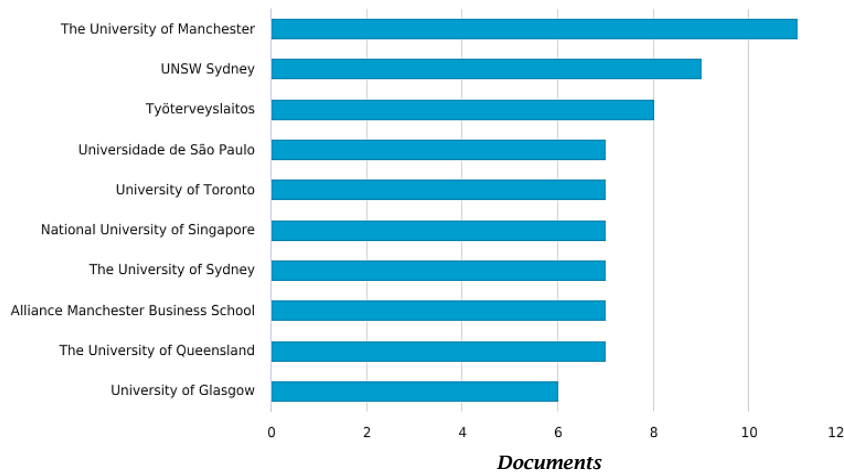
Note: Compare the document counts for up to 10 sources. Compare and view CiteScore, SJR, and SNIP data. Source: Authors' elaboration using the Scopus database.

Organizational reform is ranked first in three documents from *BMC Health Service Research*, *International Journal of Environment Research*, and *Public Health*, followed by *BMC Health Services*. The earliest document, except for the *Journal of Change Management*, dates back to 2013.

4.5. Analysis of institutional affiliation

From 2012 to 2022, 15 global universities collaborated on research on smart transportation and city issues. The University of Manchester, UNSW Sydney, Työterveyslaitos, University of Glasgow, Universidade de So Paulo, University of Singapore, University of Sydney, Alliance Manchester Business School, and The University of Queensland provided the most significant research.

Figure 6. Analysis of institutional affiliation



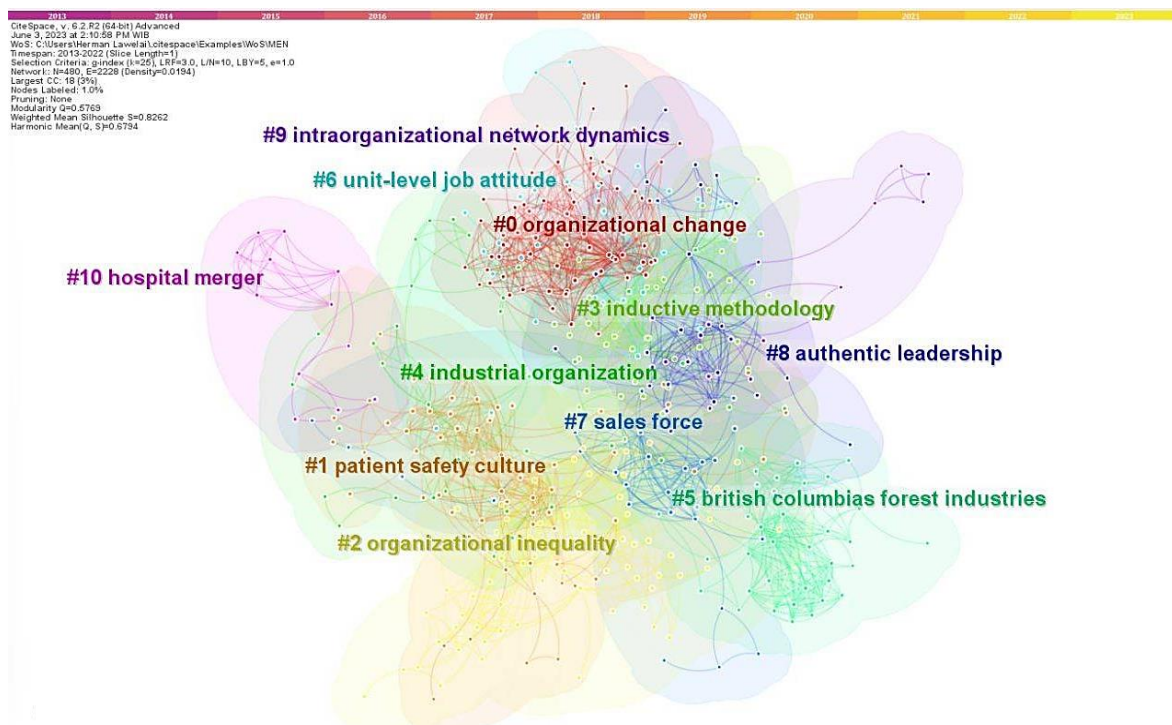
Note: Compare the document counts for up to 15 affiliations.
Source: Authors' elaboration using the Scopus database.

The institutional analysis is involved in the organizing structure by policy. Furthermore, decentralization reviews are necessary to support and critical to organizational restructuring in context. Decentralization is a concentration of governmental duties at the lowest levels of a geographically distributed bureaucracy, known as administrative decentralization.

4.6. Mapping visualization, cluster identification, and analysis

Figure 7 depicts an illustration of the clusters generated by CiteSpace software. The number of the greatest cluster is 0, and the number of the smallest cluster is 15. The cluster is numbered in accordance with the total number of published papers it comprises.

Figure 7. Cluster of knowledge domain within organizational restructuring



Source: Authors' elaboration using the CiteSpace software.

Organizational restructuring is a strategic process aimed at enhancing management structure by aligning it with strategic objectives, improving efficiency, adapting to market conditions, fostering

better communication, empowering employees, managing change, investing in leadership development, ensuring legal compliance, and measuring success for continuous improvement.

Table 1. Major clusters

Cluster ID	Size	Silhouette	Label (LSI)	Label (LLR)	Label (MI)	Average year
0	72	0.764	Organizational change	Organizational change (239.59, 1.0E-4)	State ownership (0.59)	2016
1	68	0.754	Organizational change	Patient safety culture (114.71, 1.0E-4)	State ownership (5.3)	2015
2	68	0.787	Organizational inequality	Organizational inequality (125.79, 1.0E-4)	Comprehensive typology (0.77)	2017
3	44	0.802	Inductive methodology	Inductive methodology (122.62, 1.0E-4)	Supplier relationship (0.22)	2015
4	38	0.893	Industrial organization	Industrial organization (104.67, 1.0E-4)	State ownership (0.18)	2019
5	36	0.952	Firm performance	British Columbia's forest industries (191.86, 1.0E-4)	Electronics sector (0.09)	2014
6	35	0.831	Unit-level job attitude	Unit-level job attitude (100.35, 1.0E-4)	Financial performance (0.12)	2018
7	29	0.894	Salesforce	Salesforce (88.97, 1.0E-4)	Physician organization (0.06)	2016
8	28	0.803	Organizational change	Authentic leadership (121.44, 1.0E-4)	Age-and-disorder-generic framework (0.15)	2018
9	16	0.92	Intra-organizational network dynamics	Intra-organizational network dynamics (89.47, 1.0E-4)	State ownership (0.03)	2015
10	13	0.967	Quantitative study	Hospital merger (89.63, 1.0E-4)	Organizational change (0.02)	2014

The keyword of the organization change, which appears in 72 documents owned by the state and has a silhouette value of 0.764, is the most significant in the summary, which, of course, was aided by CiteSpace. The proposed organizational restructuring under decentralization reform has to mention the ownership of the state. Overall, the authors' documentation of the elements of change preparedness showed a clear hierarchy. These aspects' relative potency and temporal durability might be linked to different public organization peculiarities. Furthermore, the scientists discovered that initial attention to particular readiness characteristics aided later sensemaking processes while hindering attention to other readiness aspects. The organization places author Podsakoff P. M. in first place with 24 citations, followed by author Armenakis A. A. in second place with 22 citations, and author Oreg S. in third place with 19 citations.

The second largest cluster has 68 documents and a silhouette value of 0.754. It is labeled as patient safety culture by log-likelihood ratio (LLR), organizational change by latent semantic indexing (LSI), and state ownership (5.3) by mutual information (MI). The topic of most citations is "Why does not downsizing deliver? A multi-level model integrating downsizing, social capital, dynamic capabilities, and firm performance". This expands on prior research to incorporate the notions of downsizing, social capital, dynamic capabilities, and performance in a multi-level model and analyze this confusing result. We also explain how social capital mediates the association between downsizing and dynamic capabilities. After that, we create 1) four possible scenarios to explain how downsizing affects the structural dimension of social capital, specifically how the elimination of three key social network positions and changes to the firm's network structure negatively mediate the link between downsizing and a firm's dynamic capabilities, and 2) two possibilities incorporating internal (knowledge intensity) and external (institutional pressures) contextual variables in our model. The unknown author received 27 citations, author Yin R. K. received 45 citations, and author Pfeffer L. received 29 citations, making them the most referenced members of this cluster.

4.7. Additional result

The benefits and drawbacks of decentralization in administrative functions, decision-making, organizational restructuring, and worker well-being highlight its influence on efficiency and suggest democratic decentralization can be beneficial when parties are integrated. Issues of decision-making, organizational restructuring, and cultural settings are also included. Government intervention, accountability, and performance reviews influence restructuring efforts, with regional proximity influencing organizational well-being. Emphasizing employee well-being and adhering to social norms improves HR management. It is acknowledged that there is a relationship between ownership arrangements and organizational performance, with concentrated ownership having favorable effects and privatization perhaps having negative ones. Mixed-ownership reform in state-owned enterprises (SOEs) fosters autonomous innovation, revealing the relationship between ownership arrangements, organizational performance, development objectives, and innovation activities for policymakers, investors, and practitioners.

5. DISCUSSION

Depending on the document-by-year results, information on eligibility criteria for organizational restructuring for local administrative management delves into the complexities of organizational restructuring, particularly in response to crises, and its implications for organizational credibility, employee well-being, and the decision-making process. The insights drawn from multiple studies shed light on various factors influencing restructuring efforts.

Organizational restructuring efforts after a crisis are viewed as signs that an organization has lost its credibility as a result of government intervention, increased accountability requirements, and more assessments of performance gaps. The relationship between restructuring and loss of legitimacy is moderated by an organization's proximity to urban centers (Mano & Rosenberg, 2014).

The impact of change assessment on workers' work-related well-being post-restructuring emphasizes the importance of employee participation in positive change assessment planning (Pahkin et al., 2014). The study reveals that leaders' decision-making is significantly influenced by the organizational environment and restructuring, with frequent change, increased scope, and decisional inertia being significant factors (Spiers et al., 2016). The organizational restructuring's impact on credibility, employee well-being, and decision-making processes emphasizes the need for employee involvement and positive change assessment and suggests strategies for effective decision-making. Also, documents by subject area is the critical analysis of study selection that explores the nuanced relationship between ownership structures and organizational effectiveness, shedding light on the impact on growth, innovation, and sustainable development goals. Research studies reveal the relationship between ownership structures and organizational effectiveness, impacting growth and innovation. Vietnam's adherence to the SDGs highlights the importance of national ownership, focusing on objectives and multi-stakeholder participation (Vu & Long, 2022).

Furthermore, Cambodia faces challenges in organizational reform and a lack of decentralization education, despite centralization organizations favoring decision-making upward and decentralization organizations downward management systems for democracy and economic development. Cambodia implemented decentralization at policy and legislative levels, but made little progress in constructing a better organizational structure, with sub-national government (SNG) at the provincial and municipal levels (Bhatti & McDonald, 2020).

Concentrated ownership positively impacts organizational performance, with improved links through split-share structure modification, impacting regulators, investors, and academics in emerging markets like China (Aboud & Diab, 2022). The impact of privatization on HR roles in the partnerships found that while expert administrative jobs remain unaffected, line managers' opinions of strategic partners and change agents are positively impacted (Asadullah et al., 2022). The ownership structures' impact on organizational effectiveness, growth, innovation, and sustainable development goals. It highlights conflicts between national ownership and universalism in Vietnam and Cambodia and emphasizes the importance of understanding ownership dynamics for effective organizational management.

Over the past 70 years, China's central government's structural makeup has evolved, driven by political cycles, economic development, and reform, necessitating alternative strategies to enhance inter-agency collaboration and expedite administrative processes (Ma & Christensen, 2020). In 2002, Cambodia's communal election led to decentralization, requiring more knowledge for state servants and councils to understand the goals of the Royal Government's decentralization reform strategy (Royal Government of Cambodia, National Committee for Sub-National Democratic Development, 2021). The importance of societal "uncertainty avoidance" ideals in selecting the best HRMPs to enhance employee well-being within

organizations (Lucia-Casademunt et al., 2018). The highlights challenges in decision-making, organizational reorganization, and cultural contexts on worker well-being. Government intervention, increased responsibility, and performance evaluations can impact restructuring, affecting organizational credibility. Nearby metropolitan areas can balance these effects. The impact of organizational reorganization on decision-making, employee welfare, and credibility, particularly during a crisis highlights factors like loss of credibility, employee involvement, leadership, structural evolution, and cultural context. The importance of considering contextual elements in organizational reorganization, particularly during crises, and suggests alternative strategies for inter-agency collaboration and administrative processes in countries like China and Cambodia. The study also highlights the challenges of government intervention, increased accountability demands, performance evaluations in restructuring, and the need for ambiguity management techniques in decision-making.

Including of source of publication and analysis of institutional affiliation are from what we can see above, Scopus does computations on its own. The result is a number, and the smaller the number, the higher the quality of the journal. Additionally, the magazine's publishing is challenging since Scopus uses a q1-q4 methodology. Considering all that has been said thus far, it is clear that all of the journals that were first published in Scopus are publications that no longer need to be questioned. From this perspective, the topic of organizational restructuring has few primary publishers about which a lot can be said, but all of the journals the writer publishes are of the highest caliber.

Mixed-ownership reform aims to boost independent innovation in SOEs, promoting high-quality development: diverse shareholders, deeper ownership, and control over mixed equity influence exploratory innovation. To promote national innovation growth, SOEs should guarantee non-state-owned capital rights, improve governance, and accelerate exploratory innovation efforts (Yuan et al., 2022).

Organizational performance is influenced by ownership structures, with concentrated ownership enhancing performance, while privatization can negatively affect HR. Mixed-ownership reform in state-owned companies promotes independent innovation and quality development. In many circumstances, these findings offer insightful information to practitioners, investors, policymakers, and officers who must take ownership of task work.

The explores the impact of ownership structures on organizational effectiveness, emphasizing the role of national ownership in sustainable development. It highlights the tension between universalism and national ownership, the positive effects of concentrated ownership, and mixed-ownership reform (Cui, 2015). It identifies and investigates the three main issues that have hampered the expansion of basics following decentralization: policy homogeneity, incentive issues, and subpar monitoring brought on by the inadequacy of territorial and functional institutions (Alam & Gerbaba, 2019). Decentralization can enhance government responsiveness, responsibility, and political competition, reduce

instability, and establish power boundaries that align with incentives, according to previous research (Faguet, 2014).

The literature examines national reform processes and regional cultural deconcentration and devolution procedures, revealing that their effectiveness depends on the central state's historical management capacity and policy in a given field or nation. This article discusses the environmental vertical management reform in China, its implementation process, and its impact on local policy execution, highlighting the potential for selective implementation to distort the reform's outcomes (Xu, 2022).

The strong decentralization theorem suggests that democratic decentralization benefits parties when externalities are present, as public service delivery outperforms centralized delivery. The regulations for primary participation have an impact on the anticipated benefits of democratic decentralization in nations with non-integrated parties (Ponce-Rodríguez et al., 2020). The royal government of Cambodia has implemented the National Program for Sub-National Democratic Development: Phase 2 (NP2), aiming to modernize and enhance local governance structures for national development, ensuring citizen responsibility and accountability, and promoting transparency and accountability (National Committee for Sub-National Democratic Development [NCDD], 2020). The strategy of NP2 is the essential foundation for NP2 implementation. Organizational structure functions as a complex system of specialization, authority, communication, and status, requiring cross-government support for clearly defined program objectives for government institutions, stakeholders, and citizens. The influence of administrative decentralization on political dynamics, policy execution, and governance, highlights its benefits like increased responsiveness and accountability, but also challenges like policy uniformity. China's environmental vertical management reform successfully implemented democratic decentralization, requiring local context, efficient policy implementation, and political integration. However, non-integrated parties can disrupt the process. Decentralization reviews are crucial for evaluating organizational restructuring efforts. Decentralization reviews aid organizations in decision-making, identifying opportunities and challenges, aligning with goals, assessing stakeholder impact, promoting learning and improvement, ensuring alignment with broader objectives, and considering all parties' needs. The ownership structures, organizational effectiveness, and decentralization processes in various countries. The significance of national ownership in achieving sustainable development goals highlights the tension between universalism and national ownership, particularly in emerging markets like China. Decentralization enhances governance, political competition, public accountability, and

service delivery, but challenges like policy homogeneity, incentive issues, and subpar monitoring may hinder effective implementation. The study also examines national reform processes and Cambodia's commitment to enhancing governance structures and service delivery.

6. CONCLUSION

Administrative decentralization is a complicated process that entails moving authority and duties from more powerful levels of government to lower levels of governance, such as regional or local authorities. It is connected to organizational restructuring and ownership. It seeks to advance neighborhood decision-making, increase responsiveness, and better service provision. The primary criterion for organizational restructuring of decentralization activity is ownership of duty in local government. As government units and agencies are rebuilt to conform to the new decentralized governance framework, organizational restructuring frequently follows administrative decentralization efforts. To facilitate the successful implementation of decentralized policies and programs, this reorganization may require modifications to organizational structures, responsibilities, and functions.

Ownership usually refers to the possession of assets and resources by decentralized entities in the context of administrative decentralization. The public could transfer ownership to local governments or other pertinent parties. This might give local organizations more sway over resources and decision-making. Administrative decentralization, organizational restructuring, and ownership are interrelated elements of governance reform, according to the particular conclusion on administrative decentralization in connection to ownership and ownership. They strive to improve local decision-making, service delivery, and responsibility distribution.

Administrative decentralization is a process that transfers authority from higher government levels to lower authorities, aiming to improve local decision-making, responsiveness, and service delivery. This process is closely linked to organizational restructuring and ownership, which involves the possession of assets and resources by decentralized entities. However, the study's scope is limited to specific case studies or regions, and its reliance on qualitative data may be subject to interpretation bias. Future research should consider quantitative analysis and a broader range of cases to enhance the robustness of the conclusions. Future research should also focus on comparative studies, long-term impacts, technology's role in decentralization, and the perspectives of stakeholders. This highlights the importance of expanding the research scope and acknowledging the limitations of the current study.

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APPENDIX

Table A.1. Research articles taxonomy (Part 1)

<i>Paper title</i>	<i>Insights</i>	<i>Summarized abstract</i>	<i>Results</i>
“Investigating the outcomes of organizational restructuring: A case study of Oman’s public sector”	The outcomes of organizational restructuring in Oman’s public sector focus on employee satisfaction, management conflicts, decreased new employment, and traditional leadership styles post-restructuring (Ricart-Huguet & Sellars, 2023).	Investigates outcomes of organizational restructuring in Oman’s public sector	Weak media coverage of the restructuring plans.
		Examines the relationship between restructuring and employee satisfaction	Increase in early retirement among Omani public sector workers.
“The impact of public sector restructuring on the economy”	The public sector restructuring highlights challenges like over-expenditure, deficits, corruption, and inefficiencies. Recommendations include eliminating duplication to save costs and improve resource allocation (Peter, 2019).	Examined the impact of public sector restructuring on the economy.	Public sector restructuring in developing countries faces challenges and issues.
		It revealed challenges and recommendations for restructuring the public sector.	Weaknesses in the public sector include over-expansion, deficits, corruption, and misappropriation.
“Public sector restructuring and public-private partnerships in Africa”	Public sector restructuring (PSR) in Africa involves policy reforms in financing, democratization, gender mainstreaming, civil society involvement, and sustainable development, facing challenges amidst budget constraints (Madichie, 2022).	PSR and PPPs in Africa were analyzed for policy challenges.	The paper analyzes the themes of public sector restructuring and public-private partnerships in Africa.
		Practical challenges and lessons learned in PSRs and PPPs.	The paper highlights the challenges and lessons learned from implementation.
“Early retirement incentive programs as a human resource restructuring strategy in the public sector: Theoretical perspective”	Organizational restructuring in the public sector can be effectively achieved through early retirement incentive programs, requiring meticulous planning and execution for long-term success (Shabat, 2020).	Analyzes human resources downsizing and restructuring in the public sector.	Analyzes downsizing and restructuring in public sector organizations effectively.
		Early retirement incentive programs are an effective workforce reduction strategy.	Discusses early retirement incentive programs as a viable staff reduction option.
“Examining the effects of restructuring in the public service: The case of the South African National Department of Human Settlements”	Restructuring in the public sector, like the South African National Department of Human Settlements, should involve employee involvement, clear communication of changes, and minimal adverse effects (Mabasa, 2017).	Examines effects of restructuring in South African public service.	Identified strategies for effective restructuring in the public sector.
		Human settlements’ restructuring.	Strategies for effective restructuring in the public sector.
“Análise do processo de implementação de reformas em organizações públicas: os casos do Poupatempo e do Detran -SP”	The implementation of organizational reforms in public sector organizations focuses on the Poupatempo and Detran-SP cases, identifying variables affecting the restructuring process, and highlighting elements crucial for success (Rodrigues & Lotta, 2017).	Analyzes implementation of organizational reforms in the public sector.	Identified variables affecting the implementation of organizational reforms in the public sector.
		Poupatempo and Detran-SP cases in Sao Paulo.	Analyzed the reforms’ goals.
“Reforming organizational structures”	The significant organizational restructuring in the public sector, including outsourcing, gentrification, privatization, mergers, departmentalization, and coordination reflects ongoing transformations in Western public sectors (Van de Walle, 2016).	Public sector reform focuses on organizational structures, people, and finances.	Provides an overview of major organizational reforms in Western public sectors.
		Major transformations include outsourcing, gentrification, privatization, mergers, and coordination.	Discusses trends of outsourcing, gentrification, privatization, mergers, and coordination.
“Pro-innovation restructuring strategy: A case study of a multipurpose public organization in health”	The evaluates the impact of innovation in organizational restructuring on performance in a public health organization, highlighting improved efficiency post-restructuring (Cavalheiro Silva et al., 2016).	Measure the effect of innovation on performance in public health organizations.	Restructuring led to improved performance of INI laboratories.
		Restructuring strategy improves performance in multipurpose public health organizations.	Opens prospects for collaborative research in administration, accounting, and economics.

Table A.1. Research articles taxonomy (Part 2)

<i>Paper title</i>	<i>Insights</i>	<i>Summarized abstract</i>	<i>Results</i>
“The influence of business restructuring in public sector units on the relationship between organizational climate, perceived performance, and job satisfaction”	The organizational restructuring in a public sector shipbuilding unit impacted organizational climate, job satisfaction, and perceived performance, emphasizing the importance of restructuring for positive outcomes (Rao, 2017).	Influence of business restructuring on organizational climate, job satisfaction, and perceived performance. A study was conducted in a public-sector shipbuilding unit.	Organizational climate factors influence perceived performance positively or negatively. Discipline is a major influencing factor in perceived performance.
“The effect of organization restructuring on organization performance viewed from employee performance and leadership effectiveness at the Maluku provincial education office”	As studied in the Maluku Province education office, organizational restructuring in the public sector positively impacts organizational performance through employee performance and leadership effectiveness (Notanubun et al., 2019).	We analyzed the effect of organizational restructuring on performance through surveys. Restructuring led to improved performance and leadership effectiveness.	The direct influence of organization restructuring on organization performance. The indirect effect of restructuring through performance.
“Are public organizations suffering from repetitive change injuries? A panel study of the damaging effect of intense reform sequences”	Intense reform sequences in public organizations lead to repetitive change injury, increasing absenteeism rates. This suggests restructuring can have damaging effects on public sector organizations (Wynen et al., 2019).	Public sector organizations experience intense reform sequences. Intense reform sequences increase organizational absenteeism rates.	Intense reform sequences increase organizational absenteeism rates. Repetitive change injury exists in public organizations.
“Organizational restructuring as a way to resolve the crisis caused by COVID 19 in the agricultural sector”	Organizational restructuring in the public sector, similar to the agricultural industry, can effectively resolve crises, as highlighted in the research on COVID-19's impact on Serbia's agrarian sector (Cico et al., 2021).	The crisis caused by COVID-19 in the agricultural sector requires restructuring. Organizational measures needed for speedy recovery in agricultural businesses.	The crisis in the agricultural sector due to COVID-19 requires organizational restructuring. More than government support is required for recovery.
“Reestruturação organizacional: Os principais desafios para o Ministério Público do Rio Grande do Norte”	The organizational restructuring in the Public Ministry of Rio Grande do Norte shows improved performance and productivity post-implementation, emphasizing the need for enhanced communication for project effectiveness (Lima et al., 2015).	Assessing organizational restructuring impacts on Public Ministry of Rio Grande do Norte (MPRN). Improved performance and productivity; need to enhance communication for effectiveness.	It has improved the performance and productivity of MPRN units. There is progress in institutional performance, but there is a need to consolidate new routines.