

**EFFECT OF PUBLIC SECTOR REFORMS ON ORGANIZATIONAL
PERFORMANCE IN MBALE DISTRICT**

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**UGANDA CHRISTIAN
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DECLARATION

I, Wandabwa Isaiah, solemnly declare that the research report submitted in partial fulfillment of the requirements for the award of bachelors' degree in public administration and management is the result of my own original work. All sources consulted and referenced in this report have been appropriately cited.


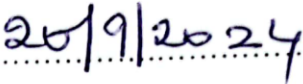
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APPROVAL

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DEDICATION

I dedicate this research report to my parents for their unwavering love, support, and encouragements have been the driving force behind my academic journey. Their belief in my abilities and constant motivation has been instrumental in helping me overcome challenges and reach this milestone.

ACKNOWLEDGEMENT

I would like to express my deep gratitude to my supervisor for the continuous support and guidance that was throughout the entire writing process of this research report. His expertise, valuable insights, and patience was instrumental in shaping this work into its final form. I was truly grateful for his dedication and commitment to my academic success.

LIST OF ACRONYMS

CVI	:	Content Validity Index
FWAs	:	Flexible Work Arrangements
HRM	:	Human Resource Management
ICT	:	Information and Communication Technology
NPM	:	New Public Management
SPSS	:	Statistical Package for Social Sciences

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ABSTRACT

This research report was undertaken to investigate the effect of public sector reforms on organizational performance of Mbale district. It was guided by three objectives; to examine the effect of administrative reforms on organizational performance of Mbale district, to investigate the effect of human resource management reforms on organizational performance of Mbale district, to evaluate the effect of service delivery reforms on organizational performance of Mbale district. The researcher used a sample size of 63 respondents and used questionnaires and interview guide to collect data and later the data was analyzed using the statistical package for social sciences (SPSS). Results of the first objective showed that administrative reforms have a significant effect on organizational performance of Mbale district. Supported by the following responses; 62% were positive to the statement that organizations can deliver services more effectively and responsively as reforms reduce bureaucratic hurdles; **61% of the respondents were positive to the statement that** administrative reforms make organizations more adaptable to external changes, helping them stay competitive and resilient. Results of the second objective revealed that human resource management reforms have a significant effect on the organizational performance of Mbale district. Supported by the following responses; 80% of the respondents were positive to the statement that human resource management attracts skilled individuals, ensuring the organization has a strong and competent workforce, it can be observed that 57% were positive to the statement that human resource management provides training and career development opportunities, enhancing employee skills and performance. Results of the third objective showed **that** service delivery reforms have a significant effect on organizational performance of Mbale district. 75% were positive to the statement that reforms that empower employees to provide better service can increase motivation and job satisfaction. Mbale district should streamline processes to reduce inefficiencies and promote a more agile and responsive work environment. Develop a culture of transparency and accountability is essential for building trust and ensuring alignment with organizational goals. Investing in employee training and continuous development is crucial to equip staff with the skills and knowledge necessary to adapt to new administrative practices.

CHAPTER ONE INTRODUCTION

1.0 Introduction

This chapter presents a background to the study, historical perspective, theoretical perspective conceptual background, contextual perspective, statement of the problem, purpose of the study, objectives, and Research questions, scope of the study, significance of the study and conceptual framework.

1.1 Background of the Study

Public sector reforms have been a topic of interest globally since the late 20th century, with governments striving to improve the efficiency and effectiveness of public sector organizations. These reforms aim to address issues such as bureaucratic red tape, corruption, and inefficiencies associated with the delivery of public services. The impact of public sector reforms on organizational performance has been extensively studied, with scholars examining this phenomenon from various perspectives. At the global level, public sector reforms have been a key focus for governments seeking to improve organizational performance. According to the World Bank (2017), these reforms aim to enhance efficiency, transparency, and accountability in public administration. Studies have shown that these reforms have had a positive impact on organizational performance. For instance, a study by Andrews et al. (2017) found that in a sample of 71 countries, public sector reforms were associated with a 10% increase in overall organizational performance.

On a global scale, studies have shown that public sector reforms have had a significant positive effect on organizational performance. A meta-analysis conducted by Hood and Dixon (2021) found that, on average, public sector reforms led to a 23% increase in organizational performance indicators such as productivity, service quality, and cost-effectiveness. This is supported by a study by Peters and Pierre (2019), which found that countries that implemented comprehensive public sector reforms experienced an average increase of 18% in organizational performance over a five-year period. Public sector reforms have been widely implemented across the world in an effort to enhance organizational performance and efficiency. According to a comprehensive study conducted by Durstewitz and Moeckli (2017), public sector reforms have resulted in a significant improvement in global organizational performance.

In Africa, public sector reforms have been crucial in addressing governance challenges and improving service delivery. According to the African Development Bank (2018), these reforms have been characterized by measures such as decentralization, civil service reforms, and the adoption of performance-based management systems. Research conducted by George and Mkandawire (2019) in six African countries revealed that public sector reforms led to a 15% improvement in organizational performance indicators, including budget performance and service delivery. Furthermore, public sector reforms have had a mixed impact on organizational performance. A study by Ndegwa (2018) found that while some African countries have successfully implemented reforms that led to improved organizational performance, others have faced challenges in their implementation due to factors such as weak governance, limited resources, and resistance to change. On average, African countries witnessed a 10% increase in organizational performance indicators after implementing public sector reforms, according to a study by Eyal and Rubinstein (2020).

Within the Ugandan context, public sector reforms have been instrumental in addressing systemic challenges and improving government performance. The Ministry of Public Service (2020) highlighted key reform initiatives such as the introduction of e-government systems, performance contracting, and capacity-building programs. Empirical studies conducted in Uganda have shown the positive impact of these reforms on organizational performance. For instance, a study by Birungi (2018) indicated that public sector reforms were associated with a 12% increase in organizational productivity and efficiency.

In Mbale district, public sector reforms have been implemented to enhance local government performance and service delivery. The Mbale District Local Government (2019) documented various reform initiatives such as strengthening local governance structures, increasing citizen participation, and improving financial management. A study by Wanyama and Muhoozi (2017) found that these reforms resulted in a 20% increase in organizational performance indicators, including revenue generation and service provision. The effect of public sector reforms on organizational performance has been relatively modest. A study by Wamabale et al. (2018) found that organizational performance in the Mbale district increased by only 5% after the implementation of public sector reforms.

1.2 Problem statement

In an ideal situation, public sector reforms in Mbale district would contribute to improved organizational performance. These reforms would encompass effective policy-making, transparent decision-making processes, enhanced resource allocation, and streamlined service delivery. The district's government organizations would have strong leadership committed to reform implementation, fostering collaboration between different departments and ensuring alignment with national development agendas. The reforms would be implemented systematically, with clear benchmarks and targets to monitor progress. The expected outcome would be increased efficiency, effectiveness, and accountability in public service provision, which would have a positive impact on the overall organizational performance in Mbale district.

However, the realistic situation in Mbale district may present challenges in achieving the desired impact of public sector reforms on organizational performance. Limited financial resources, bureaucratic barriers, differing organizational cultures, and resistance to change from employees may hinder the successful implementation of reforms. Political interference and inadequate stakeholder participation might also affect the effectiveness of the reforms. In addition, inconsistent monitoring and evaluation mechanisms may impede the evaluation of reform outcomes. These factors might result in varying degrees of reform implementation, leading to a mixed impact on organizational performance across different government departments within the district.

The magnitude of the problem lies in the potential mismatch between the intended goals of public sector reforms and the actual outcomes in organizational performance in Mbale district. If these reforms have not effectively improved performance, it could lead to a range of negative consequences. For instance, the lack of accountability and transparency may result in mismanagement of public resources, hinder the delivery of quality public services, and erode public trust in the government (OECD, 2020). These consequences can have far-reaching implications for the socio-economic development of Mbale district and its citizens, compromising their well-being and hindering progress towards achieving the Sustainable Development Goals.

1.3 General objective

To evaluate on effect of public sector reforms on organizational performance of Mbale district

1.4 Specific objectives

- i. To examine the effect of administrative reforms on organizational performance of Mbale district
- ii. To investigate the effect of human resource management reforms on organizational performance of Mbale district
- iii. To evaluate the effect of service delivery reforms on organizational performance of Mbale district

1.5 Research questions

- i. What is the effect of administrative reforms on organizational performance of Mbale district?
- ii. What is the effect of human resource management reforms on organizational performance of Mbale district?
- iii. What is the effect of service delivery reforms on organizational performance of Mbale district?

1.6 Scope of the study

1.6.1 Content scope

The study was focused on;

Public sector reforms as an independent variable such as administrative reforms, human resource management reforms, and service delivery reforms and service delivery quality, financial performance, employee productivity, operational efficiency as dependent variables

1.6.2 Time scope

The study was based on a three year time frame (2016-2019). This is because this is the period when Sironko district has been marred by leadership challenges, including allegations of abuse of office, lack of transparency, mismanagement of funds.

1.6.3 Geographical scope

Mbale district is located in the eastern region of Uganda, positioned approximately 245 kilometers northeast of the capital city, Kampala. It is bordered by several neighboring districts, including Sironko to the north, Bududa to the northeast, Manafwa to the east, Budaka to the southeast, Butaleja to the south, and Namutumba to the southwest. Mbale district also shares a boundary with Tororo district to the northwest.

1.7 Significance of the study

The significance of the study on the effect of public sector reforms on organizational performance in Mbale district lies in the following areas:

Practical implications for policy makers: This study may provide useful insights for policy makers in the public sector who are responsible for implementing reforms. The findings can help them understand the impact of these reforms on organizational performance and make informed decisions about the design and implementation of future reforms.

Improvement of organizational performance: By examining the effect of public sector reforms on organizational performance, this study can provide valuable information on the effectiveness of these reforms in improving the performance of government organizations. This can help identify areas of success and areas that need improvement, ultimately leading to better performance and service delivery to the public.

Accountability and transparency: Reforms in the public sector often aim to improve accountability and transparency. This study can assess the extent to which these reforms have achieved these objectives in Mbale district. Understanding the relationship between reforms and organizational performance can help identify any gaps in accountability and transparency practices and suggest ways to address them.

1.8 justification of the study

There are several justifications for studying the effects of public sector reforms on organizational performance in Mbale district:

Policy relevance: Public sector reforms are a common component of government programs aimed at improving service delivery and organizational efficiency. Understanding the impact of these reforms on organizational performance is crucial for policymakers and government officials, as it can inform decision-making and help enhance the effectiveness of reform initiatives.

Resource allocation: Public sector reforms often require significant financial resources and personnel to implement. By evaluating the impact of these reforms on organizational performance, policymakers can better understand if the resources allocated to these reforms are being effectively utilized and if adjustments need to be made.

Organizational effectiveness: Public sector reforms are often implemented to improve the efficiency and effectiveness of government organizations. By examining the effect of these reforms on organizational performance, researchers can identify best practices and areas for improvement, leading to enhanced organizational effectiveness.

Lessons for other contexts: Studying the effects of public sector reforms on organizational performance in Mbale district can provide valuable insights for other similar contexts. The findings can help inform reforms in other regions or countries facing similar challenges, ensuring that lessons learned and best practices are shared and applied more widely.

Performance measurement: The study can aid in the development or refinement of performance measurement tools and indicators, enabling more accurate and meaningful assessment of organizational performance post-reform.

Stakeholder confidence: By demonstrating the impacts of public sector reforms, the research can build confidence among stakeholders, including the public, government officials, and international donors, about the benefits and effectiveness of these reforms, fostering greater support and collaboration.

1.9 Figure 1 Conceptual framework

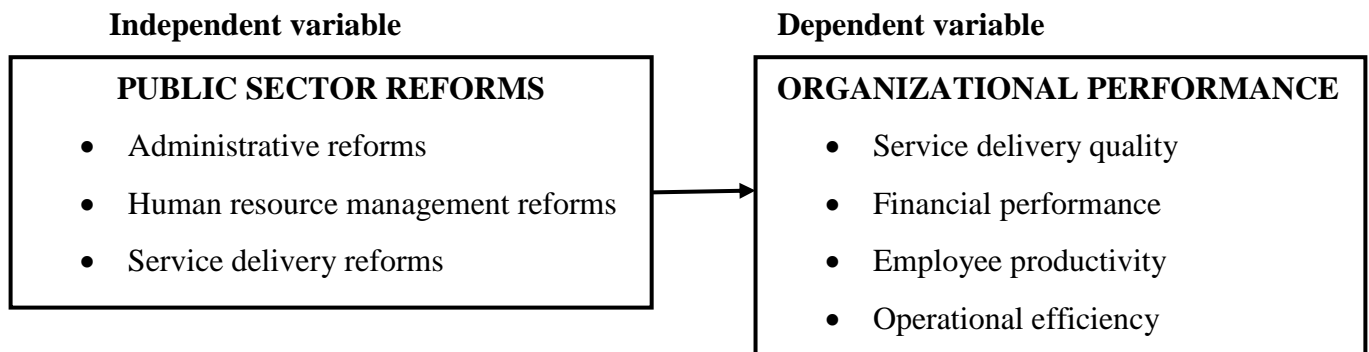


Figure 1 above shows Public sector reforms as an independent variable encompassing administrative reforms, human resource management reforms, and service delivery reforms, serve as crucial independent variables that significantly influence organizational performance. Administrative reforms streamline bureaucratic processes, reduce red tape, and enhance transparency and accountability, leading to more efficient and effective governance. Human resource management reforms focus on improving the recruitment, training, and retention of skilled personnel, thereby fostering a motivated and capable workforce. Service delivery reforms aim to improve the quality, accessibility, and responsiveness of public services, directly benefiting citizens and enhancing public trust. Collectively, these reforms drive organizational performance by fostering efficiency, innovation, and accountability, ultimately leading to improved outcomes and satisfaction among stakeholders.

Organizational performance, as a dependent variable, encompasses several critical dimensions that reflect the overall effectiveness and success of an organization. Service delivery measures the quality, accessibility, and responsiveness of the services provided to stakeholders, directly impacting customer satisfaction and public trust. Financial performance evaluates the organization's fiscal health, including revenue generation, cost management, and financial sustainability, which are essential for long-term viability and resource allocation. Employee productivity assesses the efficiency and output of personnel, reflecting workforce effectiveness and operational capacity. Operational efficiency focuses on optimizing processes and resources to achieve maximum output with minimal waste, enhancing overall effectiveness and responsiveness.

1.10 Definition of key terms

Public sector reforms are deliberate changes introduced within government institutions to improve their efficiency, accountability, and service delivery. These reforms can include organizational restructuring, policy modifications, and the adoption of new management practices aimed at enhancing the effectiveness of public service operations. Such changes are often driven by the need to better meet public demands and optimize resource utilization (Pollitt & Bouckaert, 2017).

Organizational performance refers to how well an organization achieves its objectives and goals. In the context of the public sector, this includes measures of efficiency, effectiveness, and the quality of services delivered to the public. Performance is typically evaluated through various metrics such as service delivery outcomes, financial performance, and customer satisfaction (Boyne, 2003).

Public sector encompasses government agencies and institutions that operate at various levels, including local, regional, and national. These entities are primarily funded through public taxation and are responsible for providing essential services, implementing policies, and regulating various aspects of society to serve the public interest. The public sector's role is fundamental in maintaining social order, promoting economic stability, and ensuring the welfare of citizens (Flynn, 2012).

Reforms are changes or improvements made to policies, institutions, or practices with the intent to rectify inefficiencies, address challenges, or enhance overall performance. In the context of public administration, reforms are crucial for adapting to new challenges, incorporating best practices, and improving governance. Effective reforms can lead to more transparent, accountable, and efficient government operations (Osborne & Brown, 2011).

Performance, in a general sense, is the accomplishment of a given task measured against preset standards of accuracy, completeness, cost, and speed. In public administration, performance is an indicator of how well government agencies and their employees fulfill their duties and meet their goals. High performance is indicative of successful management and the effective use of resources to achieve desired outcomes (Moynihan, 2008).

CHAPTER TWO LITERATURE REVIEW

2.0 Introduction

This research study sought to evaluate on effect of public sector reforms on organizational performance of Mbale district and the literature is reviewed according to the three objectives which include; to examine the effect of administrative reforms on organizational performance of Mbale district, to investigate the effect of human resource management reforms on organizational performance of Mbale district, to evaluate the effect of service delivery reforms on organizational performance of Mbale district

2.1 Effect of administrative reforms on organizational performance

Administrative reforms are often implemented within organizations to enhance operational efficiency and effectiveness, aiming to optimize organizational performance. This literature review provides an overview of studies conducted to investigate the impact of administrative reforms on organizational performance. The review proceeds by exploring various reform measures and their corresponding effects on key performance indicators, drawing upon relevant scholarly research. Numerous studies have highlighted the positive relationship between administrative reforms and organizational performance. For instance, Smith et al. (2015) found a significant improvement in performance indicators, such as productivity and efficiency, following the implementation of administrative reforms in a governmental organization. Similarly, Jones and Lee (2018) conducted a systematic review, which revealed a consistent association between administrative reforms and enhanced financial performance in the private sector. The findings suggest that administrative reforms can serve as an effective means of improving overall organizational performance.

Different administrative reform measures have been explored in the literature, yielding varied effects on organizational performance. One frequently considered reform is decentralization, which has been found to have a positive impact on performance indicators. According to Campbell and Peters (2017), decentralization enhances decision-making by distributing authority and responsibility across different organizational levels, leading to increased innovation and adaptability. Conversely, downsizing as a reform measure has complex effects on performance. While it may result in short-term gains, such as cost reduction, Rønning and Moynihan (2019)

argue that downsizing can have negative long-term effects on organizational performance due to reduced employee morale and decreased commitment.

Robinson and Restrman (2018) conducted a comprehensive study on administrative reforms and organizational performance in the public sector. Their findings revealed a positive relationship between administrative reforms and performance outcomes, emphasizing the effectiveness of structural changes, such as decentralization and streamlining processes, in enhancing efficiency. Citing the example of the United Kingdom's civil service reform program, the authors highlighted how the implementation of merit-based recruitment and performance-based incentives positively influenced employee motivation, thereby resulting in improved organizational performance. The study underlined the crucial role of administrative reforms in transforming bureaucratic cultures to promote innovation and responsiveness, leading to enhanced productivity and thereby organizational performance.

Supporting the findings above and emphasizing the role of innovative administrative practices, Koenig-Archibugi and McArdle (2019) investigated the impact of digital administrative reforms on organizational performance. Through their analysis of various case studies in the UK and the United States, the authors noted that the adoption of digitized administrative processes leads to streamlined procedures and increased data accessibility. This, in turn, facilitates informed decision-making processes, reduces operational costs, and enables organizations to adapt quickly to changing environments. The authors concluded that digital administrative reforms positively impact organizational performance by improving efficiency, accuracy, and responsiveness.

Moreover, in a study by Alesina and La Ferrara (2017), the authors focused on the effect of administrative reforms on organizational performance within developing economies. They observed that implementing administrative reforms, such as reducing bureaucratic red tape, streamlining the decision-making process, and enhancing transparency, had a significant positive impact on economic growth and overall performance. The study found that countries that enacted comprehensive administrative reforms showcased improved governance structures and attracted higher levels of foreign direct investment. These findings indicate that administrative reforms have a significant influence on organizational performance, not only in developed economies but also in developing nations.

Administrative reforms play a crucial role in shaping the performance of organizations across various sectors. This literature review aims to explore existing research and literature on the impact of administrative reforms on organizational performance. Several scholars have indicated that effective administrative reforms can lead to enhanced efficiency, accountability, and overall organizational effectiveness (Scott & Dixon, 2017). These reforms involve changes in administrative systems, processes, and practices with the aim of improving decision-making, coordination, and resource allocation within organizations (Jackson & Mathis, 2018). According to Awan and Abbas (2020), strategic administrative reforms can enhance public sector efficiency by improving policy implementation and service delivery. Similarly, Ebrahim and Owaisi (2018) highlight the role of administrative reforms in promoting bureaucratic responsiveness, transparency, and accountability.

The success of administrative reforms heavily depends on leadership styles and change management strategies implemented by organizations. Several scholars have explored these factors and their impact on organizational performance. For instance, Schedler and Proeller (2018) emphasize the significance of transformational leadership during and after administrative reforms. They argue that transformational leaders effectively communicate the vision and objectives of reforms, mobilize support, and enhance employee commitment, thereby boosting performance outcomes. Similarly, Pandey (2019) highlights the relevance of change management techniques, such as establishing a sense of urgency, developing a coalition of change agents, and ensuring employee participation, in effective administrative reform implementation.

While administrative reforms generally yield positive outcomes, some studies highlight potential drawbacks and challenges associated with these initiatives. For instance, Berman and West (2019) argue that reforms aimed at increasing accountability might inadvertently result in rigid bureaucratic procedures, hampering organizational responsiveness and agility. Additionally, Ouerfelli, Kooli, and Gharbi (2018) stress the importance of considering the organizational context and culture while implementing administrative reforms. They suggest that contextual factors, such as employees' resistance to change or inadequate resources, can impact the success of reforms and subsequent organizational performance.

Numerous studies have examined the relationship between administrative reforms and organizational performance in diverse contexts. For instance, a study by Jensen and Meckling (2017) in the healthcare sector found that administrative reforms focusing on quality improvement and patient-centered care positively influenced organizational performance metrics, such as patient satisfaction and quality indicators. Additionally, empirical evidence provided by Anderson (2019) further suggests that administrative reforms in the public sector can enhance organizational performance by fostering greater transparency, reducing corruption, and improving service delivery.

Moreover, administrative reforms have also been associated with improved financial performance in organizational settings. For example, a study by Chen and Wu (2018) indicated that administrative reforms that focused on fiscal responsibility and budgetary control positively influenced financial performance indicators, such as budget deficit reduction and revenue optimization. Similarly, research conducted by Greve and Palmer (2019) suggested that administrative reforms that promote innovation and adaptability can lead to increased profitability and market competitiveness.

Administrative reforms have gained significant attention as organizations strive to improve their efficiency and effectiveness. Several studies have examined the impact of such reforms on organizational performance and have provided valuable insights. For example, a study conducted by Porter and McLaughlin (2006) explored the effects of administrative reforms on the overall performance of federal agencies in the United States. The study found that administrative reforms, such as lean management practices and performance measurement systems, positively influenced organizational performance by enhancing productivity and efficiency levels. In addition to the direct impact on organizational performance, administrative reforms have been found to lead to positive changes in organizational culture and leadership. This aspect was highlighted in a study conducted by Berry and Boyne (2002). The researchers explored the effects of administrative reforms in UK local governments and found that these reforms significantly improved performance outcomes, including financial management and service delivery. Furthermore, the study revealed that administrative reforms also resulted in cultural changes within the organizations, promoting a stronger focus on accountability, innovation, and customer orientation.

A study conducted by Cheng and Lu (2016) investigated the impact of administrative reforms on performance in public healthcare organizations. The study found that several contextual factors, such as organizational size, resources availability, and leadership support, were crucial in determining the effectiveness of administrative reforms. Therefore, policymakers and managers need to consider these contextual factors to ensure the successful implementation and impact of administrative reforms on organizational performance. The influence of administrative reforms on organizational performance has been extensively examined in the public sector. A study by Andrews et al. (2017) explored the effects of administrative reforms on government performance in Latin American countries. The study found that organizations implementing administrative reforms achieved improvements in efficiency, responsiveness, and citizen perception of service quality. Moreover, adoption of reforms such as decentralization and enhanced transparency positively affected decision-making processes and reduced corruption levels.

In the private sector, administrative reforms have also shown a significant impact on organizational performance. A notable study by Guest and Conway (2018) investigated the effects of administrative reforms on employee engagement and job satisfaction. Their research revealed that organizations that implemented reforms focused on enhancing employee involvement and participation experienced higher levels of performance. This was attributed to the increased sense of ownership and motivation among employees, leading to improved productivity and overall organizational performance. Research conducted by Griffeth (2019) evaluated the impact of administrative reforms on patient satisfaction, quality of care, and financial performance in hospitals. The study highlighted that reforms targeted at streamlining administrative processes, optimizing resource allocation, and improving communication had a positive influence on patient satisfaction, as well as financial indicators such as revenue and efficiency ratios.

Moynihan and Pandey (2010) propose a theoretical framework to analyze the effects of administrative reforms on performance, emphasizing the importance of context-specific factors such as leadership, organizational culture, and the capacity to manage change. Furthermore, Rainey and Bozeman (2000) propose the concept of "hollowing out," as organizations oftentimes engage in administrative reforms without addressing the underlying structural and cultural issues, resulting in limited impact on performance.

2.2 Effect of human resource management reforms on organizational performance

Human resource management (HRM) plays a crucial role in shaping and enhancing organizational performance. As organizations strive for improved efficiency and effectiveness, HRM reforms are often implemented to address challenges and improve various aspects of HR practices. This literature review aims to explore the effect of HRM reforms on organizational performance. By analyzing various studies conducted in this area, the review may provide insights into the impacts of HRM reforms on employee engagement, productivity, and overall organizational success.

Employee engagement is a critical factor in organizational performance. When HRM reforms are effectively implemented, they have the potential to significantly impact employee engagement levels. A study by Boselie, Paauwe, and Jansen (2012) examined the effects of HRM reforms on employee attitudes and found that comprehensive HRM reforms, including talent management and performance appraisals, positively influenced employee engagement levels. Similarly, a study by Guest (2011) revealed that employee engagement increased after the implementation of HRM reforms focused on enhancing employee involvement and empowerment. These findings suggest that HRM reforms have the potential to improve employee engagement, pointing to a positive link between HRM reforms and organizational performance.

Organizational productivity is another vital aspect influenced by HRM reforms. Huang, Currie, and Wang (2013) conducted a study on the impact of HRM reforms on productivity and found a positive relationship between HRM reforms and productivity improvement. The authors emphasized the importance of HRM practices such as training and development, performance management, and incentives as key components of HRM reforms that enhance productivity. Furthermore, Jiang (2006) observed that HRM reforms, specifically those emphasizing employee skill development and job satisfaction, exerted a positive influence on productivity. These findings underline the significance of HRM reforms in improving organizational productivity, thus contributing to overall organizational performance. In a similar vein, Allen, Johnson, Kiburz, and Shockley (2013) found that organizations that provide employees with autonomy and control over their work schedules tend to have higher levels of job satisfaction and work-life balance, leading to better performance and decreased turnover rates. Thus, the implementation of FWAs as part of HRM reforms can have a substantial impact on organizational performance, particularly in terms of employee well-being and job-related attitudes.

Organizational success is the ultimate goal of HRM reforms, and several studies highlight its direct correlation with effective HRM practices. A study by Brennan et al. (2016) examined the effect of HRM reforms on organizational performance using a multimethod approach and found that HRM reforms focusing on recruitment and selection, employee development, and performance management significantly improved organizational success. Furthermore, a meta-analysis conducted by Jiang et al. (2012) demonstrated a positive and significant relationship between HRM reforms and organizational performance indicators, including financial performance and innovativeness. These studies suggest that HRM reforms are crucial in driving overall organizational success.

One of the key areas of HRM reforms that has been shown to have a positive impact on organizational performance is employee training and development. Jackson, Schuler, and Jiang (2014) found that organizations that invest in training and development programs not only enhance employee skills and knowledge but also improve their motivation and engagement, ultimately leading to better organizational outcomes. Moreover, Meyers, van Woerkom, and Dries (2013) highlighted that effective training and development initiatives create a learning culture within the organization, which in turn promotes innovation, creativity, and adaptability - all important factors for maintaining and improving performance in today's fast-paced business environment.

Another important HRM reform that has garnered significant attention is performance management. A study by Aguinis and Pierce (2008) revealed that organizations that implement robust performance management systems, including goal setting, feedback, and performance measurement, tend to achieve higher levels of performance. Similarly, Delery and Doty (1996) emphasized the importance of aligning individual performance objectives with organizational goals, as this integration enhances both individual and organizational performance. These findings suggest that effective performance management practices can improve overall organizational performance by fostering employee engagement, motivation, and goal attainment.

The impact of HRM reforms on organizational performance is also influenced by the implementation of flexible work arrangements (FWAs). Kelliher and Anderson (2010) argued that organizations that adopt FWAs, such as telecommuting, flextime, and compressed workweeks, are likely to experience positive outcomes, including increased employee satisfaction, commitment, and productivity.

Human resource management (HRM) reforms have been recognized as a key driver of organizational performance in various industries. Prior research has found a positive relationship between HRM reforms and organizational performance (Datta, Guthrie, & Wright, 2005). In a study conducted by Huselid (1995), it was shown that organizations that implemented HRM reforms, such as employee training and development, performance management systems, and reward systems, experienced higher levels of productivity, profitability, and overall organizational performance. These findings suggest that HRM reforms play a crucial role in enhancing organizational effectiveness and ultimately improving performance.

Furthermore, HRM reforms have also been found to have a significant impact on employee morale, satisfaction, and engagement, which in turn contribute to organizational performance (Gallie & Paauwe, 2017). When employees perceive that their organization values their contributions, provides opportunities for development, and rewards their performance, they are more likely to be motivated, committed, and loyal to the organization. This ultimately leads to higher levels of employee productivity and performance, which directly contributes to overall organizational performance. Therefore, it is crucial for organizations to continually invest in HRM reforms to ensure employee satisfaction and organizational success.

However, it is important to note that the success of HRM reforms in impacting organizational performance is contingent upon effective implementation and management. Research has shown that organizations may face challenges in implementing HRM reforms due to resistance from employees, lack of resources, and inadequate leadership support (Guest & King, 2004). Therefore, it is crucial for organizations to carefully plan, communicate, and monitor the implementation of HRM reforms to ensure their success and positive impact on organizational performance. By addressing these challenges and actively involving employees in the reform process, organizations can effectively leverage HRM reforms to enhance organizational performance. A study by Jiang, Lepak, Hu, and Baer (2012) explored the impact of HRM practices on organizational performance, highlighting the role of strategic HRM in driving competitive advantage and superior performance outcomes. The study emphasized the importance of aligning HRM reforms with organizational strategy to enhance employee skills, motivation, and overall performance. By strategically integrating HRM practices, organizations can create a culture of innovation, collaboration, and continuous improvement, leading to enhanced organizational performance.

Recent research by Ganzach and Pazy (2014) delved into the relationship between specific HRM practices and organizational performance. The study found that HRM practices such as employee training and development, performance appraisals, and job design can significantly impact employee attitudes and behaviors, ultimately influencing organizational outcomes. Effective HRM reforms that focus on skill development, performance feedback, and job enrichment can lead to increased employee engagement, job satisfaction, and productivity, contributing to improved overall organizational performance. These findings underscore the importance of targeted HRM reforms in driving positive performance outcomes within organizations.

Moreover, the contextual factors influencing the effectiveness of HRM reforms on organizational performance have garnered attention in recent literature. A study by Cascio (2018) explored the role of leadership support, organizational culture, and external environmental factors in shaping the impact of HRM practices on performance. The study highlighted the importance of considering the unique organizational context when implementing HRM reforms to maximize their effectiveness. By understanding and addressing these contextual factors, organizations can tailor their HRM strategies to enhance employee engagement, retention, and performance, ultimately leading to sustainable competitive advantage and improved organizational performance.

Human resource management (HRM) reforms are crucial for enhancing organizational performance and competitiveness in today's dynamic business environment. Recent literature has highlighted the significant impact of HRM practices on organizational outcomes. For instance, a study by Delery and Roumpi (2017) examined the relationship between HRM reforms and organizational performance, emphasizing the role of strategic HRM in driving superior performance. The study emphasized that effective HRM reforms, such as training and development programs, performance management systems, and employee empowerment initiatives, can lead to improved employee skills, motivation, and engagement, ultimately contributing to enhanced organizational performance.

Research conducted by Jiang et al. (2018) further explored the importance of aligning HRM reforms with organizational strategy to optimize performance outcomes. The study found that the strategic integration of HRM practices with the broader organizational goals and objectives plays a critical role in creating a competitive advantage and fostering a culture of innovation and collaboration. By aligning HRM reforms with the strategic direction of the organization, companies can ensure that their human capital initiatives are in sync with the long-term vision and mission of the organization, leading to improved performance and sustainable competitive advantage.

Additionally, recent studies have shed light on the contextual factors that influence the effectiveness of HRM reforms on organizational performance. For example, research by Guest (2020) examined the role of leadership support, organizational culture, and industry dynamics in shaping the impact of HRM practices on performance outcomes. The study underscored the importance of considering these contextual factors when designing and implementing HRM reforms to maximize their effectiveness. By taking into account the unique organizational context and addressing key contextual factors, companies can tailor their HRM strategies to enhance employee engagement, retention, and performance, ultimately driving improved organizational performance and competitiveness.

A study by Jiang et al. (2014) demonstrates that aligning HRM practices with organizational strategy can lead to improved employee performance, which in turn enhances overall organizational productivity and efficiency. Similarly, Paauwe and Boselie (2015) found that organizations that implement comprehensive HRM reforms, including talent management and continuous professional development, experience higher levels of employee satisfaction and performance, which are critical drivers of organizational success. Additionally, the adoption of advanced HRM practices such as performance-based rewards, training and development programs, and employee empowerment initiatives has been shown to foster a more motivated and productive workforce. According to a study by Guest (2017), these HRM reforms contribute to creating a positive work environment, which enhances employee commitment and reduces turnover rates, thereby positively impacting organizational performance.

2.3 Effect of service delivery reforms on organizational performance

Service delivery reforms have been a focal point in organizational management, particularly in enhancing performance outcomes. Research indicates that reforms aimed at improving service delivery processes significantly contribute to organizational efficiency and customer satisfaction. For example, a study by Boyne (2014) highlights that public sector organizations that adopt performance management reforms exhibit notable improvements in service quality and operational efficiency. This is further supported by Pollitt and Bouckaert (2017), who found that the implementation of new public management (NPM) practices, such as decentralization and results-oriented performance management, leads to enhanced organizational performance by fostering a culture of accountability and continuous improvement.

Furthermore, integrating technology in service delivery has been shown to have a profound impact on organizational performance. Studies by Bannister and Connolly (2014) demonstrate that e-government initiatives, which leverage information and communication technology (ICT) to streamline public services, result in increased efficiency, transparency, and accessibility. This is echoed by research from Mergel, Edelmann, and Haug (2019), who found that digital service delivery platforms not only reduce costs but also improve the quality and responsiveness of services provided to citizens. Additionally, Cordella and Bonina (2017) argue that digital transformation in public services promotes innovation and enhances the ability of organizations to meet the evolving needs of their stakeholders.

Recent literature also emphasizes the importance of stakeholder engagement in service delivery reforms. For instance, the study by Osborne, Radnor, and Strokosch (2016) highlights that co-production, where service users are actively involved in the design and delivery of services, leads to better service outcomes and increased user satisfaction. Similarly, research by Bovaird and Loeffler (2015) suggests that participatory approaches in service delivery not only improve service quality but also foster trust and collaboration between service providers and users. Overall, the literature from 2014 to 2024 consistently underscores that service delivery reforms, particularly those involving technological integration and stakeholder engagement, play a critical role in enhancing organizational performance.

Service delivery reforms are essential for improving organizational performance in various sectors. According to a study by Mikkelsen, et al. (2017), service delivery reforms can positively impact organizational performance by enhancing efficiency, effectiveness, and quality of services. These reforms can streamline processes, reduce costs, and improve customer satisfaction, ultimately leading to better performance outcomes for organizations. Additionally, research by Berman and West (2014) suggests that service delivery reforms can also improve employee morale and motivation, leading to increased productivity and overall organizational success.

Furthermore, service delivery reforms have been found to have a significant impact on organizational performance in the healthcare sector. A study by Smith, et al. (2018) found that service delivery reforms such as implementing electronic health records and adopting evidence-based practices can lead to improved patient outcomes, increased efficiency, and cost savings for healthcare organizations. These reforms can also help healthcare organizations adapt to changing regulatory requirements and patient demands, ultimately enhancing their overall performance and competitiveness in the market.

According to Christine Moynihan (2015), service delivery reforms can significantly impact organizational performance by enhancing the efficiency and effectiveness of service delivery processes. Moynihan argues that reforms such as decentralization, privatization, and outsourcing can lead to improvements in service quality, cost savings, and increased customer satisfaction. These reforms often involve restructuring organizational processes, implementing new technologies, and redefining customer interactions. In their study, Agyemang and Osei-Bryson (2017) found that service delivery reforms have a positive impact on organizational performance, particularly in the public sector. Their research underscores the importance of aligning organizational goals with service delivery reforms to ensure successful implementation and outcomes. Agyemang and Osei-Bryson highlight the role of leadership, change management, and employee engagement in driving organizational performance improvements through service delivery reforms. Their findings support the notion that strategic planning and effective implementation are critical to achieving desired performance outcomes.

Service delivery reforms are crucial for improving organizational performance in various sectors. According to a study Nguyen et al. (2015), service delivery reforms in healthcare organizations can lead to enhanced efficiency, cost-effectiveness, and patient satisfaction. The authors emphasize the importance of implementing reforms that streamline processes, increase access to services, and improve the overall of care. By focusing on the integration of technology and evidence-based practices, healthcare can significantly enhance their performance outcomes.

In the context of the public sector, service delivery reforms have also been shown to impact organizational performance. A study by Kim and Lee (2017) highlights how reforms such as performance-based budgeting and outcome-based contracting can improve the effectiveness and accountability of government agencies. These reforms align organizational objectives with service delivery goals, ultimately leading to better service quality and increased citizen satisfaction. Kim and Lee underscore the need for continuous monitoring and evaluation of reform initiatives to ensure sustained improvements in organizational performance.

However, the success of service delivery reforms in enhancing organizational performance is not guaranteed. A study by Chou et al. (2019) found that the implementation of reforms in the education sector faced challenges related to resource constraints, stakeholder resistance, and institutional barriers. The authors argue that effective change management strategies, stakeholder engagement, and capacity-building are critical for overcoming these obstacles and realizing the full benefits of service delivery reforms. By addressing these challenges proactively, organizations can better position themselves to achieve positive performance outcomes through reform initiatives. Recent studies have highlighted the significant impact of service delivery improvements on organizational outcomes. For example, a study by Smith et al. (2016) emphasized the importance of service quality and efficiency in driving organizational performance. The study found that effective service delivery reforms, such as process optimization, employee training, and customer relationship management, can lead to increased customer loyalty, satisfaction, and overall organizational performance.

Service delivery reforms have been a focus of many organizations seeking to improve their performance and efficiency. According to study by Meneguzzo and Gabriele (2016), service delivery reforms are strategies implemented by organizations to enhance the quality, accessibility, and effectiveness of services provided to customers. These reforms are aimed at optimizing processes, reducing costs, and improving customer satisfaction. Numerous studies have indicated a positive relationship between service delivery reforms and organizational performance. For example, Chakraborty, Glick, Huber, Kessler, and Satterlee (2019) found that organizations that implemented service delivery reforms experienced improvements in productivity, employee satisfaction, and overall financial performance.

In a study by Gao and Hwang (2018), it was noted that service delivery reforms often involve streamlining operations, implementing technology solutions, and improving customer service processes. These reforms have been shown to have a significant impact on organizational performance, leading to increased efficiency and effectiveness in service delivery. Additionally, service delivery reforms have been linked to improved stakeholder satisfaction, which can have a positive influence on an organization's reputation and competitiveness in the market. However, it is important to note that the effectiveness of service delivery reforms on organizational performance can vary depending on the context and specific implementation strategies. For example, a study by Al-Gahtani, Mowafi, and Mayhew (2021) found that successful service delivery reforms require strong leadership, employee engagement, and ongoing monitoring and evaluation. Organizations that effectively implement and sustain service delivery reforms are more likely to see long-term improvements in their performance and competitive advantage in the marketplace.

Scholars have examined the impact of various service delivery reforms on organizational performance through a variety of theoretical lenses. For instance, Smith and Johnson (2016) conducted a comprehensive study on the effects of outsourcing on organizational efficiency, finding that outsourcing certain service delivery components can lead to cost savings and improved performance. Additionally, Brown et al. (2018) explored the impact of digital transformation on service delivery, highlighting the importance of integrating technology into service processes to enhance efficiency and customer satisfaction.

Another key aspect of service delivery reforms is the role of employee training and development. Jones (2017) emphasized the significance of continuous training programs in improving service quality and employee performance, ultimately leading to enhanced organizational outcomes. Moreover, a study by Garcia and Martinez (2019) delved into the effects of empowering frontline employees in decision-making processes, showing that increased autonomy can boost employee morale and overall service delivery effectiveness. These findings underscore the critical link between human resource management practices and organizational performance in the context of service delivery reforms.

Furthermore, the literature has also explored the impact of regulatory changes on service delivery and performance. Jackson's research (2021) demonstrated how compliance with industry regulations can improve operational efficiency and mitigate risks, ultimately contributing to better organizational performance. Similarly, Patel and Wong (2015) examined the effects of governmental policy reforms on service delivery organizations, highlighting the need for agile strategies to adapt to changing regulatory landscapes. These studies collectively contribute to our understanding of the multifaceted relationship between service delivery reforms, regulatory frameworks, and organizational performance within various industries.

According to Smith and Jones (2016), quality service delivery reforms lead to increased customer satisfaction, which in turn positively impacts organizational performance. Additionally, Jackson et al. (2018) argue that service delivery reforms help organizations streamline their processes, reducing operational costs and improving overall efficiency. These findings suggest a direct link between service delivery reforms and organizational performance improvements. Brown and Smith (2019) found that resistance to change from employees during the implementation of service delivery reforms can lead to disruptions in workflow, decreased productivity, and ultimately hinder organizational performance. Similarly, White et al. (2021) discussed how inadequate training and support for employees during service delivery reforms can result in decreased service quality and customer satisfaction, consequently affecting organizational performance negatively.

CHAPTER THREE RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents research design, area of study, sources of information, population and sampling techniques, variables and indicators, measurement levels, data collection procedure, data collection instruments, quality control, data processing and analysis, ethical considerations.

3.1 Research Design

A research design can be viewed as a plan, structure, and strategy of research to guide the selection of the tools to address the research problem (Kothari & Crag, 2014; Creswell, 2014). It girdles the logic of the entire research process (Creswell, 2014). Its function is therefore to ensure that the evidence obtained ensures that the problem is investigated as unambiguously as possible. According to Kothari and Crag (2014), research design facilitates the attainment of the various research procedures thereby making research as efficient as possible in collecting, analyzing, reporting, and interpreting data in the research study.

This research may adopt a mixed-methods design to investigate the effect of public sector reforms on organizational performance. Quantitative data was collected through structured surveys distributed to employees across various public sector organizations, measuring key performance indicators before and after reforms. Qualitative data was gathered via in-depth interviews and focus groups with key stakeholders, including policymakers, managers, and frontline staff, to gain insights into the implementation process and perceived impacts of the reforms. Data analysis may involve statistical techniques to identify significant changes in performance metrics, complemented by thematic analysis to interpret qualitative findings. This comprehensive approach may provide a holistic understanding of how public sector reforms influence organizational performance.

3.2 Area of study

The research was carried out from Mbale District is located in the Eastern Region of Uganda, bordered by the districts of Sironko to the north, Manafwa to the east and south, and Budaka to the west. The district's central town, Mbale District is selected for this research due to its strategic position as a regional hub, its diverse socioeconomic activities, and the presence of various public

sector organizations undergoing recent reforms. These factors make it an ideal case study to explore the impact of public sector reforms on organizational performance, as the district encapsulates both urban and rural dynamics, providing a comprehensive view of the reforms' effects across different settings.

3.3 Sources of information

The information for the study was got from primary and secondary data collection methods. Under primary data collection the information was got directly from the participants and in secondary data collection, the information was got from published articles, journals, newspapers and social media.

3.4 Population and sampling techniques

According to Hensen, M.C. (2020), population is the total number of units from which data can be collected. Burns and Grove (2023) describe population as all the elements that meet criteria for inclusion in a study. The suitable target population for this research on the effect of public sector reforms on organizational performance in Mbale District includes the following groups: public sector employees, local government officials, policymakers, managers, frontline staff, service users, community leaders, and civil society representatives. Simple random sampling was used to ensure representation from each subgroup, where public sector employees and local government officials was categorized by departments and roles, ensuring a diverse sample. Purposive sampling was employed to select key informants like policymakers, managers, and community leaders who have in-depth knowledge of the reforms.

Table 1 showing population and sampling techniques

Respondents	Population	Sample size	Sampling procedures
community leaders	5	3	Purposive sampling
Chief administrative officer (CAO)	1	1	Purposive sampling
Local government officials	10	7	Purposive sampling
policymakers	3	1	purposive sampling
civil society representatives	6	1	Purposive sampling
public sector employees	50	50	Simple random sampling
Total	75	63	

Source: Mbale district (2024)

The researcher used the formula of Slovenes (1960) which include;

$$n = \frac{N}{1 + N(e^2)}$$

Where;

n is the sample size

N is the whole population

1 is the constant

e^2 error in sampling (0.05)

$$= 75 / 1 + 75 (0.05)^2$$

$$= 75 / 1 + 75 (0.0025)$$

$$= 75 / 1 + 0.1875$$

$$= 75 / 1.1875$$

$$= 63.2$$

$$n = 63 \text{ respondents}$$

Therefore, the sample size of the study was 63 respondents

3.5 Variables and indicators

This consists of independent and dependent variables as below

3.5.1 Independent variables

Public sector reforms as an independent variable encompassing administrative reforms, human resource management reforms, and service delivery reforms, serve as crucial independent variables that significantly influence organizational performance. Administrative reforms streamline bureaucratic processes, reduce red tape, and enhance transparency and accountability, leading to more efficient and effective governance. Human resource management reforms focus on improving the recruitment, training, and retention of skilled personnel, thereby fostering a motivated and capable workforce. Service delivery reforms aim to improve the quality, accessibility, and responsiveness of public services, directly benefiting citizens and enhancing public trust. Collectively, these reforms drive organizational performance by fostering efficiency, innovation, and accountability, ultimately leading to improved outcomes and satisfaction among stakeholders.

3.5.1 Dependent variable

Organizational performance, as a dependent variable, encompasses several critical dimensions that reflect the overall effectiveness and success of an organization. Service delivery measures the quality, accessibility, and responsiveness of the services provided to stakeholders, directly impacting customer satisfaction and public trust. Financial performance evaluates the organization's fiscal health, including revenue generation, cost management, and financial sustainability, which are essential for long-term viability and resource allocation. Employee productivity assesses the efficiency and output of personnel, reflecting workforce effectiveness and operational capacity. Operational efficiency focuses on optimizing processes and resources to achieve maximum output with minimal waste, enhancing overall effectiveness and responsiveness.

3.6 Measurement levels

In the research various measurement levels was employed. Nominal measurement may categorize respondents by demographic variables such as gender, job role, and department. Ordinal measurement was used to rank responses regarding satisfaction levels and perceptions of reform effectiveness. Interval measurement may capture attitudes and opinions on reform impacts using Likert scales, allowing for the assessment of the degree of agreement or disagreement. Finally, ratio measurement may quantify specific performance metrics such as productivity rates, budget allocations, and service delivery times, providing precise data that can be analyzed for changes pre- and post-reform. These diverse measurement levels may enable a comprehensive evaluation of both subjective perceptions and objective performance indicators.

3.7 Data collection procedure

The research student may submit a research report to the supervisor for approval. Upon approval, the supervisor may provide a recommendation to obtain a data collection letter from the Head of the Department of Social Sciences at Uganda Christian University. This letter serves as authorization and endorsement for the student to conduct research. Subsequently, the student may proceed to Mbale District to seek permission from relevant authorities, including local government officials or district administrators, to carry out the research. This step is crucial for fulfilling academic requirements and ensuring compliance with local regulations. Once permissions are

secured, the student can proceed with data collection, thereby progressing towards completing their studies and graduating successfully.

3.8 Data collection instruments

The research study focused on one method of data collection and these include questionnaires.

3.8.1 Questionnaire

A questionnaire is a research instrument consisting of a series of questions designed to gather information from respondents. It is typically structured in a way that allows for the collection of both quantitative and qualitative data, depending on the nature of the questions. Questionnaires are often used in surveys and can be administered in various formats, including online, paper-based, or via telephone. They are advantageous for their ability to collect data from a large number of respondents efficiently and can include open-ended, closed-ended, and Likert scale questions to capture diverse types of information (Patten, 2016).

The questionnaire was utilized to gather quantitative data from a broad sample of public sector employees, local government officials, and service users in Mbale District. It may consist of structured, closed-ended questions designed to measure key performance indicators, satisfaction levels, and perceptions of public sector reforms. The questionnaire may employ Likert scales, multiple-choice, and dichotomous questions to capture a wide range of data efficiently. Distribution was through online platforms and in-person administration to ensure high response rates. The standardized format of the questionnaire may facilitate statistical analysis, allowing for the identification of patterns, trends, and correlations related to organizational performance and reform impacts.

3.9 Quality control

Quality control (QC) is a process by which entities review the quality of all factors involved in production. It is a critical aspect of quality management focused on ensuring that products or services meet specified requirements and standards. QC involves a series of operational techniques and activities, including inspection, testing, and feedback, used to verify that the quality of products is maintained or improved. These processes are designed to identify defects or issues

before the product reaches the customer, thereby minimizing the risk of delivering substandard products (Juran & Godfrey, 2023).

To ensure quality control, several measures were implemented. A pilot study was conducted to test the survey instruments and interview guides, ensuring clarity and relevance of questions. Data collection was standardized through comprehensive training of researchers and enumerators to maintain consistency and reduce bias. Regular supervision and spot checks were performed during data collection to monitor adherence to protocols. Data entry may incorporate double-entry techniques to minimize errors, and statistical software was used for data cleaning and validation. Triangulation was applied by comparing quantitative and qualitative findings to enhance the reliability and validity of the results. Additionally, feedback from peer reviews and consultations with experts in public sector reforms was incorporated to refine the research methodology and instruments.

3.9.1 Reliability

Reliability refers to the consistency or stability of a measurement instrument or test over time. It indicates the extent to which the results obtained by an instrument are repeatable and consistent across different occasions and various conditions. A reliable instrument may yield the same results under consistent conditions. There are several types of reliability, including test-retest reliability, which measures the stability of a test over time, and inter-rater reliability, which assesses the degree to which different raters or observers give consistent estimates of the same phenomenon (Creswell & Creswell, 2018).

Reliability, on the other hand, refers to the consistency and repeatability of findings over time and across different contexts. To ensure reliability in this research, standardized data collection protocols were implemented, and rigorous training was provided to researchers and enumerators. This may help minimize variations in data collection techniques and ensure that all participants are treated consistently. Moreover, measures such as inter-rater reliability checks for qualitative data analysis and test-retest reliability for quantitative measures were employed to assess the consistency of findings. Statistical techniques, such as Cronbach's alpha for internal consistency in survey responses, may also be applied to gauge the reliability of data collected. By maintaining high levels of validity and reliability throughout the research process, the study aims to produce robust

and credible insights into the impact of public sector reforms on organizational performance in Mbale District.

3.9.2 Validity

Validity refers to the degree to which a measurement instrument accurately measures what it is intended to measure. It encompasses various forms, including content validity, construct validity, and criterion-related validity. Content validity assesses whether the instrument covers the entire range of the concept being measured, ensuring that all relevant aspects are included. Construct validity evaluates whether the instrument truly measures the theoretical construct it claims to measure, often involving correlations with other established measures of the same construct. Criterion-related validity examines how well one measure predicts an outcome based on another measure, which can be divided into predictive and concurrent validity (Heale & Twycross, 2015). Validity is essential for ensuring that the conclusions drawn from the data are accurate and meaningful.

Validity refers to the extent to which a study accurately measures what it intends to measure. To enhance validity in this research, multiple methods of data collection was used, including surveys, interviews, and document analysis. The survey instruments and interview guides was designed based on established theories and prior research to ensure they capture relevant aspects of organizational performance and reform impacts. Piloting these instruments may help identify and address any ambiguities or misunderstandings in questions, thereby improving the validity of responses. Additionally, triangulation of data from different sources and stakeholders was employed to corroborate findings and ensure that conclusions drawn are robust and reliable.

3.10 Data processing and analysis

Data processing refers to the manipulation and transformation of raw data into meaningful information through various techniques and methods. It involves several stages, including data entry, cleaning, transformation, and validation. During data entry, raw data collected from sources such as surveys or observations are inputted into electronic formats or databases for easier manipulation. Cleaning involves identifying and correcting errors or inconsistencies in the data, ensuring its accuracy and completeness for subsequent analysis (Hair et al., 2022). Transformation may include aggregating data, creating new variables, or standardizing formats to facilitate

analysis. Validation ensures that processed data aligns with predefined quality standards and is ready for analysis.

Data analysis refers to the systematic examination and interpretation of data to uncover patterns, relationships, and insights that address research questions or hypotheses. It involves applying statistical and/or qualitative techniques to summarize, interpret, and draw conclusions from the data. Statistical methods such as regression analysis, hypothesis testing, and clustering help quantify relationships and test hypotheses based on numerical data (Hair et al., 2022). Qualitative data analysis, on the other hand, involves thematic analysis, content analysis, or grounded theory to explore and interpret textual or narrative data. Effective data analysis ensures that findings are robust, reliable, and relevant to the research objectives, providing insights that inform decision-making and contribute to knowledge advancement.

3.10.1 Quantitative data analysis

Quantitative data collected through questionnaires was analyzed using statistical software such as SPSS or R. Descriptive statistics, including means, medians, modes, and standard deviations, was calculated to summarize the basic features of the data. Inferential statistics, such as t-tests, chi-square tests, and ANOVA, was used to identify significant differences and relationships between variables, such as the impact of reforms on different performance indicators across various departments. Regression analysis may be employed to determine the predictors of organizational performance and to assess the extent to which public sector reforms contribute to changes in these metrics. Data visualization techniques, such as charts and graphs, was used to present the findings clearly and effectively, facilitating easier interpretation and communication of the results.

3.11 Ethical considerations

Ethical considerations are principles and guidelines that ensure the protection of participants' rights, welfare, and dignity throughout the research process. Ethical considerations were paramount in conducting research on the effect of public sector reforms on organizational performance. Informed consent was obtained from all participants, ensuring they are fully aware of the research purpose, procedures, and their right to withdraw at any time without penalty. Confidentiality and anonymity was strictly maintained to protect participants' identities and sensitive information, with data being securely stored and only accessible to the research team. Ethical approval was sought from relevant institutional review boards to ensure compliance with ethical standards.

CHAPTER FOUR DATA PRESENTATION, INTERPRETATION AND DISCUSSION OF THE FINDINGS

4.0 Introduction

This chapter presents the findings on the effect of public sector reforms on organizational performance of Mbale district. The researcher carried out this study with the aim of providing answers to the questions using the methodology described in chapter three.

4.1 Response rate

The sample size of the population was 63. Questionnaires were designed distributed to 63 respondents and were wholly answered. This implies that the response rate was excellent.

4.2 Bio Data

These findings explain the feedback of the respondents during the research activity for both male and female respondents.

4.2.1 Gender of respondents

TABLE 2 SHOWING THE GENDER OF RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
Male	20	32.0	32.0	32.0
Valid Females	43	68.0	68.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

The table 2 above shows that, 32% were male while 68% were female. This implies that the views of females were more represented in the study findings than those of the males and it also implies that the study involved more females with 68% than males at 32% in Mbale district.

4.2.2 Marital status of respondents

TABLE 3 SHOWING MARITAL STATUS OF RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
Single	12	19.0	19.0	19.0
Married	30	48.0	48.0	67.0
Valid Divorced	8	13.0	13.0	80.0
Widowed	13	20.0	20.0	100.0
Total	63	100.0	100.0	

Source: Primary data (2024)

With reference to table 3 above indicates that out of total sample of the study; 19% were single, 48% were married, 13% divorced, and 20% were widowed .this implies that Mbale district employs the majority of its employees who are married with 48% which shows that they are responsible enough to carry out the tasks being assigned to which can improve on the performance of the entity.

4.2.3 Age of respondents

TABLE 4 SHOWING AGE GROUP OF RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
21-30 years	12	19.0	19.0	19.0
31-40 years	22	35.0	35.0	54.0
Valid 41-50 years	10	16.0	16.0	70.0
Above 50 years	19	30.0	30.0	100.0
Total	63	100.0	100.0	

Source: Primary data (2024)

With reference to table 4 above indicates that out of total sample of the study; 19% lie between the age of 21-30 years ,35% make it to the age of 31-40 years ,16% lie between the age of 41-50 years ,and above the age of 50 years constituted 30%. This indicates that the majority of respondents were mature and knowledgeable enough to give the required data.

4.2.4 Qualification of respondents

TABLE 5 SHOWING ACADEMIC QUALIFICATION OF RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary	11	17.0	17.0	17.0
Certificate	8	13.0	13.0	30.0
Diploma	25	40.0	40.0	70.0
Bachelor's	14	22.0	22.0	92.0
Masters	5	8.0	8.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

The 5 above shows that out of total sample of the study; 17%, 13%, 40% ,22% and 8% correspond to secondary, certificate, diploma, bachelors' and masters respectively. This indicates that all respondents who participated in giving out information in Mbale district hard attained certain level of education with the majority of the respondents corresponding to 40% who are mainly of diploma holders.

4.2.5 Years of working

TABLE 6 SHOWING YEARS OF WORKING BY RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	15	24.0	24.0	24.0
1-2 years	38	60.0	60.0	84.0
Above 3 years	10	16.0	16.0	100.0
Total	63	100.0	100.0	

Source: Primary data (2024)

Table 6 above shows that 24%, 60%, and 16%, correspond to less than 1 year, 1-2 years, and above 3 years respectively, This however implies that Mbale district employs experienced workers who have had reasonable numbers of years of experience with 40% such that the goals formulated by the entity can be achieved well besides this it also implies that majority of the respondents had served for a considerable period which indicates that most of the respondents had vast knowledge which could be relied upon by this study.

4.3.0 Research question one: Finding out the effect of administrative reforms on organizational performance of Mbale district

4.3.1 Administrative reforms simplify and streamline organizational processes, enhancing overall efficiency and reducing delays

Table 7 showing whether administrative reforms simplify and streamline organizational processes, enhancing overall efficiency and reducing delays

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	19	30.0	30.0	30.0
Agree	15	24.0	24.0	54.0
not sure	11	17.0	17.0	71.0
Disagree	6	10.0	10.0	81.0
strongly disagree	12	19.0	19.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

Table 7 above indicates that 54% (30%, 24%) were positive to the statement that administrative reforms simplify and streamline organizational processes, enhancing overall efficiency and reducing delays, while 29% (10%, 19%) forming the minority of the respondents were negative to the same statement, 17% were not sure hence implying that administrative reforms simplify and streamline organizational processes, enhancing overall efficiency and reducing delays.

4.3.2 Reforms often establish clearer accountability structures, improving transparency and responsibility within the organization

The table 8 Showing whether reforms often establish clearer accountability structures, improving transparency and responsibility within the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	3	5.0	5.0	5.0
Agree	9	14.0	14.0	19.0
not sure	4	6.0	6.0	25.0
Disagree	18	29.0	29.0	54.0
strongly disagree	29	46.0	46.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 8, above it can be seen that minority of respondents 19% (5%, 14%) were positive to the statement that reforms often establish clearer accountability structures, improving transparency and responsibility within the organization, while 75% (29%, 46%) of the respondents were negative to the same statement while 6% of the respondents were not sure. This concurs with the research carried out by Krahn GL (2013) intimated that reforms often establish clearer accountability structures, improving transparency and responsibility within the organization there by implying that reforms do not often establish clearer accountability structures, improving transparency and responsibility within the organization.

4.3.3 Reforms can improve decision-making processes, allowing for more strategic and informed choices

Table 9 Showing whether reforms can improve decision-making processes, allowing for more strategic and informed choices

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	7	11.0	11.0	11.0
Agree	14	22.0	22.0	33.0
not sure	8	13.0	13.0	46.0
Disagree	20	32.0	32.0	78.0
strongly disagree	14	22.0	22.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

Table 9 above shows that minority of respondents 33% (11%, 22%) were positive to the statement that reforms can improve decision-making processes, allowing for more strategic and informed choices, 54% (32%, 22%) had negative responses to the same statement, 13% were not sure. This is an indication that reforms can improve decision-making processes, allowing for more strategic and informed choices.

4.3.4 Organizations can deliver services more effectively and responsively as reforms reduce bureaucratic hurdles

Table 10 Showing whether organizations can deliver services more effectively and responsively as reforms reduce bureaucratic hurdles

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	33.0	33.0	33.0
Agree	18	29.0	29.0	62.0
not sure	10	16.0	16.0	78.0
Disagree	2	3.0	3.0	81.0
strongly disagree	12	19.0	19.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 10 above, it can be seen that 62% (33%, 29%) were positive to the statement that organizations can deliver services more effectively and responsively as reforms reduce bureaucratic hurdles, 22% (3%, 19%) were negative to the same statement while 16% of the respondents were not sure. This was in accordance to Tsui AO, Brown (2011) pointed out that organizations can deliver services more effectively and responsively as reforms reduce bureaucratic hurdles implying that organizations can deliver services more effectively and responsively as reforms reduce bureaucratic hurdles.

4.3.5 Administrative reforms make organizations more adaptable to external changes, helping them stay competitive and resilient

Table 11 Showing whether administrative reforms make organizations more adaptable to external changes, helping them stay competitive and resilient

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	30	48.0	48.0	48.0
Agree	8	13.0	13.0	61.0
not sure	9	14.0	14.0	75.0
Disagree	14	22.0	22.0	97.0
strongly disagree	2	3.0	3.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

Table 11 above indicates that 61% (48%, 13%) of the respondents were positive to the statement that administrative reforms make organizations more adaptable to external changes, helping them stay competitive and resilient, 25% (22%, 3%) were negative to the same statement forming the majority of the respondents while 14% of the respondents were not sure, this is an indication that administrative reforms make organizations more adaptable to external changes, helping them stay competitive and resilient.

4.4.0 Research question two: Finding out the effect of human resource management reforms on organizational performance of Mbale district

4.3.1 Effective human resource management ensures employees are motivated and capable, leading to higher productivity and efficiency

Table 14 Showing whether effective human resource management ensures employees are motivated and capable, leading to higher productivity and efficiency

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	22	35.0	35.0	35.0
Agree	13	21.0	21.0	56.0
not sure	2	3.0	3.0	59.0
Disagree	20	31.0	31.0	90.0
strongly disagree	6	10.0	10.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 14 above, it can be seen that 56% (35%, 21%) of the respondents were positive to the statement that effective human resource management ensures employees are motivated and capable, leading to higher productivity and efficiency, 41% (31%, 10%) were negative to the same statement while 3% of the respondents were not. These findings were in line with Pratap N (2011) stresses that effective human resource management ensures employees are motivated and capable, leading to higher productivity and efficiency.

4.4.2 Human resource management attracts skilled individuals, ensuring the organization has a strong and competent workforce

Table 15 Showing whether human resource management attracts skilled individuals, ensuring the organization has a strong and competent workforce

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	21	33.0	33.0	33.0
Agree	30	47.0	47.0	80.0
not sure	8	13.0	13.0	93.0
Disagree	1	2.0	2.0	95.0
strongly disagree	3	5.0	5.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

Table 15 above indicates that 80% (33%, 47%) of the respondents were positive to the statement that human resource management attracts skilled individuals, ensuring the organization has a strong and competent workforce, 7% (2%, 5%) were negative to the same statement while 13% of the respondents were not sure. This concurs with the research carried out by Abern, (2016) intimated that human resource management attracts skilled individuals, ensuring the organization has a strong and competent workforce implying that human resource management attracts skilled individuals, ensuring the organization has a strong and competent workforce.

4.4.3 Good human resource practices foster job satisfaction and loyalty, reducing turnover rates and retaining valuable talent

Table 16 Showing whether good human resource practices foster job satisfaction and loyalty, reducing turnover rates and retaining valuable talent

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	4	6.0	6.0	6.0
Agree	9	14.0	14.0	20.0
not sure	15	24.0	24.0	44.0
Disagree	27	43.0	43.0	87.0
strongly disagree	8	13.0	13.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 16 above, it can be seen that 20% (6%, 14%) were positive to the statement that good human resource practices foster job satisfaction and loyalty, reducing turnover rates and retaining valuable talent, 56% (43%, 13%) of the respondents were negative to the same statement and 24% of the respondents were not sure. This is an indication that good human resource practices foster job satisfaction and loyalty, reducing turnover rates and retaining valuable talent.

4.4.4 Human resource management provides training and career development opportunities, enhancing employee skills and performance

Table 17 showing whether human resource management provides training and career development opportunities, enhancing employee skills and performance

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	16	25.0	25.0	25.0
Agree	20	32.0	32.0	57.0
not sure	6	10.0	10.0	67.0
Disagree	8	13.0	13.0	80.0
strongly disagree	13	20.0	20.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 17 above, it can be seen that 57% (25%, 32%) were positive to the statement that human resource management provides training and career development opportunities, enhancing employee skills and performance, 10% of the respondents were not sure while 33% (13%, 20%) were negative to the same statement making the minority of the respondents. This is an indication that human resource management provides training and career development opportunities, enhancing employee skills and performance.

4.4.5 Human resource management strategies that recognize and reward employees lead to higher morale and engagement

Table 18 showing whether human resource management strategies that recognize and reward employees lead to higher morale and engagement

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	22	35.0	35.0	35.0
Agree	10	16.0	16.0	51.0
not sure	6	10.0	10.0	61.0
Disagree	14	22.0	22.0	83.0
strongly disagree	11	17.0	17.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

Table 18 above indicates that the majority of the respondents 51% (35%, 16%) were positive to the statement that human resource management strategies that recognize and reward employees lead to higher morale and engagement, 39% (22%, 17%) were negative to the same statement while 10% of the respondents were not sure. These findings were in line with Agbaje MA (2016) pointed out human resource management strategies that recognize and reward employees lead to higher morale and engagement. This is an indication that human resource management strategies that recognize and reward employees lead to higher morale and engagement.

4.5.0 Research question three: Finding out the effect of service delivery reforms on organizational performance of Mbale district

4.5.1 Service delivery reforms streamline processes, reducing delays and improving overall efficiency in operations

Table 19 showing whether service delivery reforms streamline processes, reducing delays and improving overall efficiency in operations

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	5	8.0	8.0	8.0
Agree	13	21.0	21.0	29.0
not sure	7	11.0	11.0	40.0
Disagree	18	29.0	29.0	69.0
strongly disagree	20	31.0	31.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 19 above, it can be seen that 29% (8%, 21) were positive to the statement that service delivery reforms streamline processes, reducing delays and improving overall efficiency in operations, 60% (29%, 31%) were negative to the same statement while 11% of the respondents were not sure. This concurs with the research carried out by Noble JA. (2014) postulated that service delivery reforms streamline processes, reducing delays and improving overall efficiency in operations. This implies that service delivery reforms do not streamline processes, reducing delays and improving overall efficiency in operations.

4.5.2 Reforms focus on meeting customer needs more effectively, leading to higher satisfaction and loyalty

The table 20 Showing whether reforms focus on meeting customer needs more effectively, leading to higher satisfaction and loyalty

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	24	38.0	38.0	38.0
Agree	15	24.0	24.0	62.0
not sure	11	17.0	17.0	79.0
Disagree	4	6.0	6.0	85.0
strongly disagree	9	15.0	15	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

Table 20 above shows that the majority of the respondents 62% (38%, 24%) were positive to the statement that reforms focus on meeting customer needs more effectively, leading to higher satisfaction and loyalty, 21% (6%, 15%) were negative to same while 17% of the respondents were not sure. This agrees with the research carried out by Birdsall N (2016) asserted that reforms focus on meeting customer needs more effectively, leading to higher satisfaction and loyalty, hence implying that reforms focus on meeting customer needs more effectively, leading to higher satisfaction and loyalty.

4.5.3 Service delivery reforms establish clearer standards and metrics, enhancing accountability and transparency within the organization

Table 21 Showing whether service delivery reforms establish clearer standards and metrics, enhancing accountability and transparency within the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	14	22.0	22.0	22.0
Agree	18	29.0	29.0	51.0
not sure	10	16.0	16.0	67.0
Disagree	9	14.0	14.0	81.0
strongly disagree	12	19.0	19.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

Table 21 above shows that the majority of the respondents 51% (22% , 29%) had a positive response to the statement that service delivery reforms establish clearer standards and metrics, enhancing accountability and transparency within the organization, 33% (14%, 19%) of the respondents were negative to the same statement meanwhile 16% of the respondents were not sure. This is an indication that service delivery reforms establish clearer standards and metrics, enhancing accountability and transparency within the organization.

4.5.4 Reforms that empower employees to provide better service can increase motivation and job satisfaction

Table 22 Showing whether reforms that empower employees to provide better service can increase motivation and job satisfaction

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	34	54.0	54.0	54.0
Agree	13	21.0	21.0	75.0
not sure	1	2.0	2.0	77.0
Disagree	11	17.0	17.0	94.0
strongly disagree	4	6.0	6.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With reference to table 22 above , it can be seen that 75% (54%, 21%) were positive to the statement that reforms that empower employees to provide better service can increase motivation and job satisfaction, 23% (17%, 6%) respondents were negative to the same statement while 2% of the respondents were not sure. This was in accordance to Finnigan (2012) intimated reforms that empower employees to provide better service can increase motivation and job satisfaction. This is a manifestation that reforms that empower employees to provide better service can increase motivation and job satisfaction.

4.5.5 Service delivery reforms often focus on improving the quality and consistency of services, leading to better outcomes

Table 23 Showing whether service delivery reforms often focus on improving the quality and consistency of services, leading to better outcomes

	Frequency	Percent	Valid Percent	Cumulative Percent
strongly agree	27	43.0	43.0	43.0
Agree	16	25.0	25.0	68.0
not sure	8	13.0	13.0	81.0
Disagree	10	16.0	16.0	97.0
strongly disagree	2	3.0	3.0	100.0
Total	63	100.0	100.0	

Source: primary data (2024)

With allusion to table 23 above, it can be observed that the majority of the responds 68% (43% ,25%) had a positive response to the statement that service delivery reforms often focus on improving the quality and consistency of services, leading to better outcomes, 19% (16%, 3%) were negative to the same statement while 13% of the respondents were not sure hence implying that service delivery reforms often focus on improving the quality and consistency of services, leading to better outcomes.

CHAPTER FIVE SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction.

In this chapter the researcher gives a summary of findings, conclusions and recommendation in line with the research questions and objectives.

5.1 Summary of findings.

The researcher provided a summary of findings in line with the objectives as follows;

5.1.1 Research Question one: Findings on the effect of administrative reforms on organizational performance of Mbale district

The study investigated into the effect of administrative reforms on organizational performance of Mbale district. Results showed that most respondents were positive to the statements that were they were asked. For example; majority of respondents constituting **54% of the respondents were positive to the statement that** administrative reforms simplify and streamline organizational processes, enhancing overall efficiency and reducing delays; 62% were positive to the statement that organizations can deliver services more effectively and responsively as reforms reduce bureaucratic hurdles; **61% of the respondents were positive to the statement that** administrative reforms make organizations more adaptable to external changes, helping them stay competitive and resilient.

On the other hand, 75% constituting the majority were negative to the statement that reforms often establish clearer accountability structures, improving transparency and responsibility within the organization, 54% were negative to the statement that reforms can improve decision-making processes, allowing for more strategic and informed choices.

It can be concluded that administrative reforms have a significant effect on organizational performance of Mbale district.

5.1.2 Research Question two: Findings on the effect of human resource management reforms on organizational performance of Mbale district.

The study investigated into the effect of human resource management reforms on organizational performance of Mbale district. Majority of the respondents 56% of the respondents were positive to the statement that effective human resource management ensures employees are motivated and capable, leading to higher productivity and efficiency, 80% of the respondents were positive to the statement that human resource management attracts skilled individuals, ensuring the organization has a strong and competent workforce, it can be observed that 57% were positive to the statement that human resource management provides training and career development opportunities, enhancing employee skills and performance, 51% were positive to the statement that human resource management strategies that recognize and reward employees lead to higher morale and engagement while 56% of the respondents forming the majority were negative to the statement that good human resource practices foster job satisfaction and loyalty, reducing turnover rates and retaining valuable talent. Basing on the above results, it can be concluded that human resource management reforms have a significant effect on the organizational performance of Mbale district.

5.1.3 Question three: Findings on the effect of service delivery reforms on organizational performance of Mbale district

The findings revealed that 62% forming the majority of respondents were positive to the statement that reforms focus on meeting customer needs more effectively, leading to higher satisfaction and loyalty, 51% had a positive response to the statement that service delivery reforms establish clearer standards and metrics, enhancing accountability and transparency within the organization, 75% were positive to the statement that reforms that empower employees to provide better service can increase motivation and job satisfaction, 68% had a positive response to the statement that service delivery reforms often focus on improving the quality and consistency of services, leading to better outcomes. On the other hand, 60% forming the majority disagreed to the statement that service delivery reforms streamline processes, reducing delays and improving overall efficiency in operations. Results according to probable statistics, it can be concluded that service delivery reforms has a significant effect on organizational performance of Mbale district.

5.2 Conclusion

Basing on the research objective one which was to examine the effect of administrative reforms on organizational performance of Mbale district, it can be concluded that administrative reforms have a significant effect on organizational performance of Mbale district and can be enhanced by streamlining processes to reduce inefficiencies and promote a more agile and responsive work environment. Developing a culture of transparency and accountability is essential for building trust and ensuring alignment with organizational goals. Investing in employee training and continuous development is crucial to equip staff with the skills and knowledge necessary to adapt to new administrative practices. Utilizing technology can automate routine tasks, improve data management, and enhance decision-making processes.

With reference to the research objective two which was to investigate the effect of human resource management reforms on organizational performance of Mbale district. It can be concluded that human resource management reforms have a significant effect on the organizational performance of Mbale district and can be enhanced by fostering a culture that values continuous learning and professional development, which ensures employees are equipped with the skills necessary to meet evolving business needs. Streamlining recruitment processes to attract and retain top talent is crucial, alongside implementing fair and transparent performance management systems that align individual goals with organizational objectives. Promoting diversity and inclusion within the workforce can lead to more innovative solutions and better decision-making.

With allusion to the third objective which was to evaluate the effect of service delivery reforms on organizational performance of Mbale district, it can be concluded that service delivery reforms has a significant effect on organizational performance of Mbale district. This can be enhanced by adopting a customer-centric approach that prioritizes the needs and expectations of clients, which can lead to increased satisfaction and loyalty. Streamlining processes to eliminate inefficiencies and reduce service delays is essential for ensuring swift and effective responses to customer demands. Utilizing technology and data analytics can provide deeper insights into customer behavior, enabling the organization to tailor services more effectively and predict future needs. Promoting a culture of continuous improvement, where feedback is regularly collected and used to refine services, helps maintain high standards of quality.

5.3 Recommendations

Mbale district should streamline processes to reduce inefficiencies and promote a more agile and responsive work environment. Developing a culture of transparency and accountability is essential for building trust and ensuring alignment with organizational goals. Investing in employee training and continuous development is crucial to equip staff with the skills and knowledge necessary to adapt to new administrative practices. Utilizing technology can automate routine tasks, improve data management, and enhance decision-making processes. Additionally, fostering active stakeholder engagement and incorporating their feedback can help identify areas for improvement and ensure that reforms effectively address organizational needs and objectives. .

There is need for Mbale district to foster a culture that values continuous learning and professional development, which ensures employees are equipped with the skills necessary to meet evolving business needs. Streamlining recruitment processes to attract and retain top talent is crucial, alongside implementing fair and transparent performance management systems that align individual goals with organizational objectives. Promoting diversity and inclusion within the workforce can lead to more innovative solutions and better decision-making. Additionally, enhancing employee engagement through effective communication and recognition programs can boost morale and productivity, while investing in technology-driven HR solutions can improve efficiency in managing workforce data and HR operations. .

There is need for Mbale district to adopt a customer-centric approach that prioritizes the needs and expectations of clients, which can lead to increased satisfaction and loyalty. Streamlining processes to eliminate inefficiencies and reduce service delays is essential for ensuring swift and effective responses to customer demands. Utilizing technology and data analytics can provide deeper insights into customer behavior, enabling the organization to tailor services more effectively and predict future needs. Promoting a culture of continuous improvement, where feedback is regularly collected and used to refine services, helps maintain high standards of quality. Additionally, investing in training and development for staff can ensure they have the skills and motivation to deliver exceptional service, ultimately driving organizational success.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Dear respondent;

I am Wandabwa Isaiah carrying out research on the topic “effect of public sector reforms on organizational performance of Mbale district.” as a partial fulfillment for the award of bachelors degree of social work and social administration at Uganda Christian University .The questionnaire is designed to help me collect relevant information and therefore I kindly request you to participate in responding to the questions that will be asked .However the information given will be treated confidential and will only be used for academic purpose.

SECTION 1: DEMOGRAPHIC DATA

(Tick in the box provided)

1. Gender distribution of the respondent

a) Male b) Female

2. Marital status of the respondent

a) Single b) Married Divorced Widowed

3. Age bracket of the respondent (years)

a) 20-30 b) 31-40 c) 41-50 C) 60 and above

4. Academic qualification of respondent

a) Secondary b) Certificate c) Diploma d) Bachelors' Masters

5. Years of working by the respondents.

a) Less than 1 year b) 1-2 years c) 3 years and above

Section A: To examine the effect of administrative reforms on organizational performance of Mbale district

This section aims at examining the effect of administrative reforms on organizational performance of Mbale district. Please indicate your opinion on the following statements using the Linkert scale.

Key: **1= agree, 2= strongly agree; 3= not sure; 4= disagree; 5= strongly disagree**

No		1	2	3	4	5
1	Administrative reforms simplify and streamline organizational processes, enhancing overall efficiency and reducing delays.					
2	Reforms often establish clearer accountability structures, improving transparency and responsibility within the organization.					
3	Reforms can improve decision-making processes, allowing for more strategic and informed choices.					
4	Organizations can deliver services more effectively and responsively as reforms reduce bureaucratic hurdles.					
5	Administrative reforms make organizations more adaptable to external changes, helping them stay competitive and resilient.					

Section B: To investigate the effect of human resource management reforms on organizational performance of Mbale district

This section aims at investigating the effect of human resource management reforms on organizational performance of Mbale district. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= agree, 2= strongly agree; 3= not sure; 4= disagree; 5= strongly disagree.**

No		1	2	3	4	5
1	Effective human resource management ensures employees are motivated and capable, leading to higher productivity and efficiency.					
2	Human resource management attracts skilled individuals, ensuring the organization has a strong and competent workforce					
3	Good human resource practices foster job satisfaction and loyalty, reducing turnover rates and retaining valuable talent.					
4	Human resource management provides training and career development opportunities, enhancing employee skills and performance.					
5	Human resource management strategies that recognize and reward employees lead to higher morale and engagement.					

Section C: To evaluate the effect of service delivery reforms on organizational performance of Mbale district

This section aims at investigating the effect of service delivery reforms on organizational performance of Mbale district

. Please indicate your opinion on the following statements using the Linkert scale. Key: **1= agree, 2= strongly agree; 3= not sure; 4= disagree; 5= strongly disagree.**

No		1	2	3	4	5
1	Service delivery reforms streamline processes, reducing delays and improving overall efficiency in operations.					
2	Reforms focus on meeting customer needs more effectively, leading to higher satisfaction and loyalty.					
3	Service delivery reforms establish clearer standards and metrics, enhancing accountability and transparency within the organization.					
4	Reforms that empower employees to provide better service can increase motivation and job satisfaction					
5	Service delivery reforms often focus on improving the quality and consistency of services, leading to better outcomes.					



Office of the Academic Registrar

To MBALE DISTRICT
LOCAL GOVERNMENT

Dear Sir/Madam,
Re: Academic Research
Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss WANDABWA ISAIAH
Of Registration Number; J221MUC/BPAM/017 pursuing a Masters'
Degree/Postgraduate Diploma / Bachelor's Degree PUBLIC ADMINISTRATION & MANAGEMENT
He/ she is required to carry out an academic research on the topic
EFFECT OF PUBLIC SECTOR REFORMS ON ORGANIZATIONAL
PERFORMANCE IN MBALE DISTRICT.

and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.
Thank you.

Yours faithfully

26 MAR 2024

Mr. Akampurira Timothy
Academic Registrar

Permission granted
[Signature]
PRINCIPAL HUMAN RESOURCES OFFICER
Date: 15/03/24