

***THE EFFECT OF REFORM INITIATIVES ON PUBLIC
SERVICE QUALITY: THE CASE OF SELECTED
PUBLIC SERVICE SECTORS IN JIMMA TOWN***



**A RESEARCH REPORT SUBMITTED TO THE SCHOOL OF
GRADUATE STUDIES OF JIMMA UNIVERSITY IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
MASTER OF ARTS DEGREE IN PUBLIC MANAGEMENT (MPM)**

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***The Effect of Reform Initiatives on Public Service Quality: The
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**A Research Report Submitted to the School of Graduate Studies
of Jimma University in Partial Fulfillment of the Requirements
for the Award of Master of Arts Degree in Public Management
(MPM)**

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DECLARATION

I hereby declare that this thesis entitled, "The Effect of Reform Initiatives on Public Service Quality: The Case of Selected Public Service Sectors in Jimma Town" has been carried out by me under the guidance and supervision of Kenenisa Lemi(PhD) and Co-Advisor:-Miss. Lalise Kumera(MBA). The thesis is original and has not been submitted for the award of any degree or diploma to any university or institutions.

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CERTIFICATE

This is to certify that the thesis entitles, "The Effect of Reform Initiatives on Public Service Quality: The Case of Selected Public Service Sectors in Jimma Town" submitted to Jimma University for the award of the Degree of Master of public management (MPM) and is a record of bona fide research work carried out by Kenenisa Lemi(PhD) under the guidance and supervision. Therefore, we hereby declare that no part of this thesis has been submitted to any other university or institutions for the award of any degree or diploma.

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Acronyms and Abbreviations

BPR = Business Process Reengineering

BSC =Balanced Score Card

CC =Citizens' Charter

CSR= Civil Service Reform

EC =Ethiopian Calendar

FDRE= Federal Democratic Republic of Ethiopia

GEAR =Growth Employment and Redistribution

GTP= Growth and Transformation Plan

MoFED= Ministry of Finance and Economic Development N

GO = Non-Governmental Organization

NPM =New Public Management

NPS= New Public Service

SDS =Service Delivery Survey

Abstract

The main purpose of this study is to assess the Effect of Reform initiatives on public service quality; the case of selected public service sectors in Jimma town. To deal with the quality problems on quality service, five fundamental research questions were formulated to evaluate the reform initiatives on public service sectors as a result of reform implementation. To conduct the study, descriptive and inferential research design were employed, and simple random and stratified sampling methods were used to select 169 employees of the public sectors. The main instruments of data collection were questionnaire and interview. Questionnaires and interviews were important to gather primary data concerning the employee perception on the service quality practices. Specifically, structured questionnaires were distributed randomly to the employees and top managers respectively. The data was subject to analysis using application software packages named as Statistical Package for Social Sciences (SPSS) version 21. Descriptive statistics was used to describe different characteristics. Frequencies and percentages were used to analyze general information about respondents, mean and standard deviations were used to describe aspects of reform initiative practices. Inferential statistical analysis, correlation and multiple linear regression analysis were used to determine the relationship between the independent variable (Public service reform initiatives) and dependent variable (public service quality); and to test the effect of Public service reform initiatives practices on public service quality. The finding of the study revealed that, public service delivery trend of the public service institutions can be regarded currently as inefficient. Even after the full implementation of the reform it was characterized as time consuming, costly, incompetent, non-responsive and non-dynamic because of this public sector employees were not competent to the other organizations like NGO's and Banks. The researcher recommends, if the commitment, ownership, and the drive for change are practically in place and the institutional transformation and new organizational change to be successful, the reform initiatives were fruitless so possible to see the structure of public organization from the bottom line to the ministry level and building employees capacity by revising the overall reforms based on the current global context.

Key words: *Effect, initiatives, public, quality, Reform, sectors, service,*

CHAPTER ONE

INTRODUCTION

This section deals with an introductory part such as the background of the study, the statement of the problem, and to introduce an argument what is The Effect Of Reform Initiatives On Public Service Quality: The Case Of Selected Public Service Sectors In Jimma Town .It also concerned with the objectives of the study, the Research Question, the significance of the study, the scope of the study area, and limitations of the study.

1.1. Background the study

The issue of service delivery is becoming a global concern that demands continuous reform to fit the dynamic environment and changing customer needs. Efficient and effective services delivery is now a prominent agenda of most countries including Ethiopia. Most of the civil service institutions in our country lack appropriate customer service policies, the institutional capacity and resources to cope with customer service challenges. Despite the efforts made by the Ethiopian government, the implementation of the civil service reform regarding the service delivery has faced many challenges. According to Yosef (2011) and Zerihun (2014), lack of cooperation from staff (since the reform is viewed as downsizing the work force), inadequate staff training and development, lack of enthusiasms and interest, lack of top management support, lack of motivation and communication of the vision and inadequate commitment to reform, lack of visionary leadership, and unclear accountability relationship between public service providers were the main challenges. These challenges may affect customers' satisfaction.

Now days, customer satisfaction has become a subject of great interest to organizations and researchers. Customer satisfaction is the individual's perception of the performance of the-product or service in relation to his or her expectations. The concept of customer satisfaction is a function of customer expectations. A customer whose experience falls below expectations will be dissatisfied. And customers whose expectations are exceeded will be very satisfied or delighted (Schiffman and Kanuk, 2005).

Similarly, the program would have made civil service institutions follow an appropriate and improved system of service delivery so as to give service to the public in an effective, efficient, transparent and impartial manner. The employees of the civil service institutions have the responsibility and obligation to provide quality service to the public fairly, equitably, honestly, efficiently and effectively (Paulos, 2001).

Any government can provide an efficient and effective public service with the intention to ensure its existence and trust of its citizens. Delivering a high quality service is a means in favor of a continuous competitive benefit. We live in a competitive world that needs a continuous improvement with the aim of providing an effective public service delivery to improve customer satisfaction, for the reason that customer satisfaction has a positive impact in an institution's profitability and it builds trust (Angelova, 2011).

By the same token, According to an efficient service delivery uses benefits of the natural possessions, demographics, plus economic associations near in town districts. Governments might guarantee improved responsiveness for customer complaint plus suitable billing-payment structure. That raises cost improvement by means of delivering services during competitive stage of government near to the targeted customers USAID (2013). On the other hand, various societies have dissimilar perceptions towards the quality or effectiveness of service delivery. Accordingly, it depends on attaining the challenging goals and expectations with the aim of satisfying the stakeholders (OECD, 2011).

Recently, the government of Ethiopia has started introducing new ways of doing business under the civil service reform program to enhance the institutional capacity of the public service organizations. Following this initiative, nearly all public service organizations in Ethiopia have implemented the reform program using Business Process Reengineering (BPR), Balanced Score Card (BSC), and other reform management tools, and complaint management system to enhance the service quality by reducing the negative effects of customer dissatisfaction. The city administration has been implementing the Business Process Reengineering for the last twelve years. Besides, the public service organizations are attempting to provide services in accordance with the perceived standards set in their respective citizens' charter documents. However, it is observed that lack of customer satisfaction is one of the most important problems. The demand for effective and efficient delivery of services requires fundamental change involving both institutional and cultural

changes. Hence, measuring the level of satisfaction provides an indication of how successful organizations are at providing services, and is taken as effective outcome measure. This study therefore, aims to assess the Effect of Reform initiatives on public service quality; the case of selected public service sectors in Jimma town.

1.2. Statement of the Problem

According to Benjamin (2012), public service organizations exist to provide services to the citizens, the private sector and other institutions. It is a well-known fact that service delivery by public service organizations is inundated with several challenges. Mohammed et al (2010), cited in Benjamin (2012), stated that public service organizations agree that customer service is one of the most important vital factors that contribute to the establishment of reputation and credibility among the public. They also argued that the public- complaint of long queues, poor service delivery and insufficient physical facilities might affect the image and level of service quality in the public sector.

The Ethiopian Service Delivery Policy was adopted in 2001 with the main objectives of: ensuring efficiency and effectiveness of service delivery; equity in access to government services; and ensuring accountability for failure to provide services. Article 6 of the Policy Paper provides the following instruments and directions for public service delivery: formulation of mission statement ,promoting positive attitude towards serving the, defining eligibility ,facilitating easy access ,establishing a complaints handling mechanism, providing adequate information ,consulting with service users; ,setting up service standards, providing cost-effective services; and promoting transparency.

Similarly, the government has carried out various civil service reforms like expenditure control and management, Human Resource Management, service Delivery, Top Management systems, and Ethics to increase the quality of service delivery so that to improve customers satisfaction in public organizations sharing capable and adequate human resource, which is mandatory to achieve organizational goals. But, it is well established that a high level of employee turnover is undesirable in organization for several of reasons, high turnover indicates that an organization is ethics doing a poor job selecting the correct employees or failing to provide a work environment that enables employees to commit long term (Tesfalem, 2016).

Jasmine,(2016), Lufunyo (2013) and Al-khoury, (2010): all of them agrees that the introduction, adoption and implementation of public sector reforms has seen a shift in focus from the adherence of formalized procedures to an emphasis on resource allocation and goal achievement for improved service delivery to the public and more in tune with contemporary thinking regarding public sector management globally; nowadays public sector reform programs play a major role in introducing fundamental changes in the structure and operation of civil service in Africa.

Meanwhile, Ethiopian government enacted the directive on “complaints handling on public service delivery” with the main objectives of: providing quick responses to customer complaints; collecting feed-back; and reducing the burdens of access to justice and legal institutions (Desta, 2018). The effectiveness and efficiency of a country’s public sector is vital to the success of development activities, including those World Bank supports. Sound financial management, an efficient civil service and administrative policy, efficient and fair collection of taxes, and transparent operations that are relatively free of corruption all contribute to good delivery of public services (WorldBank, 2008).

Despite the efforts made by the government of Ethiopian, the service delivery and grievance handling system of most of the public service organizations in Oromia region of Jimma town are not in a position to fully satisfy large number of customers, reform tools such as BPR, BSC and KAIEZAN implementation needs to analyzed whether it was applied by the civil servant in order to respond customers under the study area. Problems have been observed in delivering services to the public in a manner that is satisfying customers.

According to Yoseph (2011), one of the major problems in the civil service institutions of Ethiopia particularly Jimma town was low service delivery systems which could lead to low efficiency of service delivery. Several researches have been conducted on the subject matter; however, most of them were focusing on private sectors such as insurance, hotel, bank and the like (Akalu, 2015; Ibraheem and Chinonso, 2015; Jayaraman et al, 2010).

Few are studied on public service organizations like, Social Security Agency and Document Authentication and Registration Office, Customer Satisfaction in Land Delivery Service a case study of Bishoftu Town Administration, Service Delivery and Customer Satisfaction: the

Case of Ethiopian Electric Power Corporation Eastern Addis Ababa Region Customer Service Centers, (Desta, 2008; Mohammed, 2008; Zeritu, 2010).

Moreover, as far as the researchers' knowledge is concerned, there is no study so far conducted on reform initiatives on public service quality: the case of selected public service sectors in Jimma town. As a result, it is significant to improve the service delivery in all government sectors to increase public satisfaction. The reform programs whether practically led the public sectors to improve the service delivery or needs a continuous follow up; also helps to know the level of civil servants willingness to give a better service delivery to citizens in order to enhance customer satisfaction. Therefore, this study assessed to field the gap in this regard by assessing reform initiatives on public service quality: the case of selected public service sectors in Jimma town.

1.3. Research question

1. What are the impacts brought by the implementation of BPR in public organizations?
2. How balanced score card system managed in the public service organizations?
3. What is the level of citizen's charter and the needs of the citizens?
4. What are the effects of Change army in public service quality?
5. What are factors impacted the implementation of kaizon?

1.4. Objectives of the Study

1.4.1. General Objective of the Study

The main objective of this study is to assess the Effect of Reform initiatives on public service quality; the case of selected public service sectors in Jimma town

1.4.2. Specific Objectives of the Study

The specific objectives of the study are to: -

- ✓ Examine the impacts brought by the implementation of BPR in public organizations
- ✓ what extent BSC managed in the public service organizations to deliver quality service
- ✓ Examine the reform change army taken so far to improve the public service quality
- ✓ Describe the level of citizen's charter and the needs of the citizens
- ✓ Assess factors impacted on the implementation of kaizon.

1.5. Delimitation of the Study

The civil service reform initiative programs are key government programs; however, these programs are multidimensional and applied entirely in civil service sectors. By considering time and resource constraints, in this study an attempt would be made to investigate one of the reform programs, the quality of service delivery to the quest for customer satisfaction in public institutions based on the independent variables like business process reengineering, balanced scorecard, change army, the citizen's charter and kaizen. However, the study covered geographically one Town i.e. Jimma city which is found in the oromia region. Then the study was used descriptive and inferential method by taking data from the targeted respondents and institutions in the time scope from February 2013 up to Jun, 2013.

1.6. Significance of the Study

The study tried to assess Effect of Reform initiatives on public service quality; the case of selected public service sectors in Jimma town. Therefore, it is expected that the outcomes of this study will have the following significance.

Public Institution:- The research result will assist public and governmental organizations as well as those found at federal, regional, and local level on the way to recognize the effect of Reform initiatives on public service quality.

Policy Makers:-The research result will provide knowledge for policy makers on how awareness and attitudes of individuals towards reform initiative programs in public institutions achievement by enhancing service quality.

Community at Large: The study result will bring understanding on the topic effects of reform initiative programs in public institutions in quality service delivery; and the result of the research will provide information about how community level issues influence the public institutions achievement.

For Future Researchers: The research result will serve as a springboard for interested researchers on the area, to carry out future studies on the issue.

1.7. Limitation of the study

The researcher faced the following problems such as; lack of research experience, financial constraints, shortage of relevant documents and a lack of cooperation from some of the respondents.

1.8. Organization of the Study

This paper consists of five chapters:-

Chapter One: Introduction. This introductory chapter presents the problem being addressed through this paper. The rationale and significance of the study as well as the purpose for conducting the study is stated. This study will be guided by the four research questions outlined above.

Chapter Two: Literature Review. This chapter presents an overview of public service reforms which includes the most recent initiative .The second section leads in to a general discussion of literature on public service policy objectives and options; policy implementation and evaluation. The third section presents literature on administration and leadership approaches as well as possible applications of different leadership approaches. The final section presents the conceptual framework for the present study which is based on Bybee's (2003) framework for effecting educational change

Chapter 3 contains research methodology, research approach, data type and sources, methods of data collection, sampling design, method of sampling, method of data analysis, and ethical consideration.

Chapter 4 contains data presentation, analysis, and interpretation. Finally,

Chapter 5 deals with summery of key findings, conclusion, and recommendations of the paper.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter deals about concepts, definitions, and theories that are concerned with the study. Reviews of empirical studies that related to the factors that determine the effect reform Effect of Reform initiatives on public service quality are also included in this part. In addition, it describes the conceptual framework of factors that determine reform initiatives and customer satisfaction at institutional and individual levels.

2.1. Theoretical literature

2.1.1. Theories and Concepts related to the NPM and Public Service Reforms

2.1.1.1. New Public Management Theory

The movement of the New Public Management (NPM) was started in the late 1970s and early 1980s, and the origins of the NPM were the public-choice theory and managerialism. For first time it was practiced in UK under Prime Minister Margaret Thatcher, and in the United States municipal governments such as in Sunnyvale and California. Thus, the NPM endured seriously as of the economic recessions plus tax revolts. Subsequently, other countries like New Zealand and Australia joined the movement. As a result, the NPM administrative reforms became agendas of the OECD countries and other countries (Gruening, 2001). The NPM gives attention on improving civil service delivery, improving the crisis of budget deficits, measuring the achievements of civil service institutions, as well as enabling them accountable and responsible on behalf of their activities (Tesfaye, 2009).

The NPM perspective is regularly related with the presence of action-oriented expressions such as: reinventing government, re-engineering, renaissance of the public service, institutional transformation, total quality management, model shift, entrepreneurship, empowerment, outcomes over practices, downsizing, currently rightsizing, lean and mean, giving contracts, off-load or outsource, direction-finding rather than rowing, encouraging rather than serving and obtaining rather than payments. Therefore, the NPM considered as a body of managerial initiative or it is taken as an ideological thinking method depending on ideas created in the private entities as well as introduced into the public organizations. Then

the NPM controls the majority of the structural, institutional, and administrative changes, which performed in the public services (Ayee, 2009).

2.1.1.2. Public Choice Theory

Public Choice is a sub-discipline in economics that is defined as the practical part of the rational choice model of decision-making for things different from that of market. Public choice thought was started in the mid of 20th century and it has a retrospective view. In a comprehensive sense, it is intended as the application of economics to that of political discipline (Hill, 2011).

According to Buchanan (2012), one of the founders of public choice theory, states that public choice experiences the application of catalectic, or it is the science of interactions or exchange. It shows that the practical existence of looking to government to fix occurrences might regularly direct to extra mischief than high quality. Public choice might be understood as a study programs rather than a regulation or even sub-part of economics.

The public choice theory is a well-built alternative of the rational choice theory. It is concerned with the stipulation of the commonly designed public goods or goods that are provided by government that are different from those provided by market. Hence, the theory assumes that political culture is constituted of self-interested persons who combined together into organized benefits. Whereas interest groups are move to form particular issues of unique value to their affiliates. Persons who are seeking particular self-centered aspirations form interest groups. Therefore, these individuals join by other self-centered individuals to gain chance to the public assets. In general, the central idea of the public-choice theory is the assumption of maximizing self-interest (Ayee, 2013).

The theory provides justification to the motivation of public officials to react to the pressures, opinions of lobbying groups and other types of particular interests. In addition, it also provides clarification to a policy choice, which is disadvantageous to society in general, for both short and long term. It also offers a means of understanding the limitations on policy changes which develop more than a time. On the other hand, the theory is able to give details about how, why, or when reforms occur, only through actions or manifestations of prudent public officials or technocrats who, for unsolved causes, and it display behavior, which is politically unreasonable (Ayee, 2013). Hence, the aim of the public officials is to maximize their self-interest, but the need of the public is to get quality service from public institutions.

Therefore, to narrow the difference of this two extreme needs of both officials and citizens, engagement of customers of the institutions as stakeholder is needed.

2.1.1.3. Agency Theory

Agency theory is a theory, which glances at how to guarantee the agents such as executives, and managers act in the best benefits of the principals like owners and shareholders of an institution. It is a theory that addresses the connection somewhere in a contract 'individual or group of persons or principals appoint an additional person or the agent to carry out several service on their behalf that engages giving various decision making ability to the agent'. In addition to this, the theory deals with the design of the contracts. Particularly, it gives emphasis to the relationship among the principals and the agents who apply power on their interests (Ayee, 2014). Agency theory mainly worried about resolving troubles that arise in agency interactions. These are firstly the agency problem, which happens due to the disagreement in the need or goal of the principal and agent; and when it is tricky or costly for the principal to confirm what the agent is really performing. The second one is the problem of hazard or risk sharing which occurs when the principal and agent have dissimilar stance to the risk (Eisehardt,20 12).

In this theory, the principal decides to contract with the agent for two reasons both cost and expertise. The principal make a decision, when the institution lacks expertise or inputs needed to provide goods or services. The contract agreement between the principal and the agent contains several important issues such as resources, processes, outcomes, service quality and satisfaction dimensions, monitoring and performance reporting necessities that help to provide quality goods and services. Hence, the agent is paid for accomplishing the work of the principal, and also the sanctions will result when the principal identifies the agent follows his/her own target greater than the principal's objectives (Van Slyke, 2009). Thus, public services are provided by the public institutions, hence, the citizen's act as a principal and while the employees as an agent, so, citizens need services which exceed customer's expectation.

2.2. Civil Service Reform

2.2.1. Civil Service Reform in Global Context

Improving a country's civil service can further development goals. Reforming the civil service is important in improving governance, service delivery, economic policy and public financial management. Government in any country faces the dilemma of unlimited needs with limited resources. The pressure on the welfare state was fast becoming an issue that appeared on policy agenda. In the modern welfare state this pressure was increasing with poor, young and aged demanding the delivery of quality social service, jobs and welfare entitlements. Another imperative to change was the more efficient and competitive. According to Porter (cited in Miller, 2005) there is a link between the quality of public service delivery and national performance.

It stands to reason that the quality of education and training, health of a workforce, efficiency of tax administration and the enabling environment for entrepreneurs increase country's competitiveness on the global market. According to Rickman (as cited in Miller, 2005) the modern welfare states began to realize that they were deeply mortgaged and unless there was some intervention these states faced deficits, which ultimately affected their competitiveness. The modern welfare states therefore had to continually find ways of doing more with less. The response has been the elimination of waste, a reduction in the size of the bureaucracy, the cutting of welfare programs such as the American Assistance to Dependent Children, privatizing public services and generally transforming the public service so that it became more efficient.

A global reform movement in public management has been in operation. The movement has been global in two senses. First, it has spread around the world to many nations, including Sweden, New Zealand, and the United States. Second, it has been sweeping in scope. Governments have used management reform to shape the role of the state and its relationship with citizens. The movement has been striking because of the number of nations that have taken up the reform agenda within a short time Olaopa(2008).Internationally many political leaders won election campaigns on the ticket of reforming government. In the United Kingdom, Margaret Thatcher's 1979, 1983 and 1987 election campaigns sought to reform the public service. Throughout the Conservative governments' (1979-1997) years in office there

was concerted effort to reform the public service along efficiency, effectiveness, and market and private sector principles.

In the 1980s Britain saw the privatization of public industries utilities and housing, reduction in public expenditure, and increased drive towards efficiency and fiscal prudence. Similarly, in the United States the federal government underwent a change in the manner in which it delivered services. President Clinton during his election campaign announced that “the era of big government is over.” The election of President Clinton in 1992 saw Vice-President Gore embark upon a program of inventing the United States federal government. The USA public sector reform strategy had one goal which was to shift systems that held people accountable for process.

To systems that held people accountable for results, Gore (cited in Miller, 2005).

The reinvention of the USA federal government focused on streamlining the budget process by reducing restrictions and waste, decentralizing personnel policy, developing an efficient procurement process, re-orienting the role of Inspectors General to ensure improved performance, reducing the amount of regulations, and empowering state and local government (Miller, 2005) Many countries began to borrow public sector reforms introduced by Britain and the USA, either voluntarily or as in the case of developing countries, a condition of donor or financial assistance. Thus, internationally, the reform of the public service has a number of common principles: (Miller, 2005).

An emphasis on management skills to complement policy skills, a shift from bureaucratic reliance on rules and inputs to quantifiable output measures and performance targets, the decentralization of management and development of new system of reporting, a preference for privatization, the separation of large hierarchical bureaucratic structure into more flat semi-autonomous division, the incorporation of private sector management practices such as strategic planning, mission statements and performance contracts, and a preference for efficiency and cost-saving (sofnan,2011)

Africa’s public service reform process is complex as there are often political developments coupled with public sector reforms. Reforms of the bureaucracy were initiated by the demands of donor agencies or structural adjustment programs which were invariably borrowed from developed countries’ public service reform experiences (Miller,2005) in the 1980s emphasis was placed on retrenchment and restructuring to contain the cost of

government where in the 1990s New Public Management (NPM) reforms were adopted in differing degrees by developing countries according to Turner (cited in Yibeyn, 2016) These included items such as performance assessment, monitoring transparency, benchmarking and decentralization Africa's public service reform process is complex as there are often political developments coupled with public sector reforms. Reforms of the bureaucracy were initiated by the demands of donor agencies or structural adjustment programs, which were invariably borrowed from developed countries' public service reform experiences (Miller, 2005)

2.2.2. Civil Service Reform Program in Ethiopia

The early years of the twentieth century witnessed the inception of modern public administration and the emergence of civil servant in Ethiopia. As of this period, the civil service has been serving the different regimes in power. The current regime (FDRE) has also introduced major reform measures in the civil service (Chanie, 2001).

2.2.2.1. Current Civil Service Reform Program in Ethiopia

According to Alene (2010), Federal Democratic Republic of Ethiopia (FDRE) has been taking different reform measures in the political, economic and social spheres. The major changes include the move from a centralized unitary state to an ethnic based decentralized state; a shift from a command economy to a market-based economy in the context of a structural adjustment; and the introduction of a multi-party electoral system. The government has also taken different specific measures, one of which is civil service reform. So far the government has implemented two phases of civil service reform in the country.

In the first phase, the measures taken include the initial actions of the government to overhaul the problem in the civil service system. In order to alleviate the problems of civil service, the government established an inter-ministerial Committee (task force) consisting of representatives from the Prime Minister's Office, Ministries of Education, Finance, Planning and Economic Development, Labor and Social Affairs and the Public Service Commission. The Committee was mandated to review the appropriateness of the existing structure of government in the light of the new economic policy and devolution measures. It was given the task of reviewing the whole civil service administrative system so as to recommend ways and means off renovation (Adamolekun,2002).

In doing so, the task force had in turn created six sub-committees to work on the restructuring of institutions; civil service pay; position classification; personnel directives and manuals; efficiency; effectiveness and accountability; and training. This task force submitted draft proposals on the salary scale, allowances and benefits of the civil servant. A study on working conditions and occupational safety was underway. A study on position classification in the civil service had been made and its proposals had been submitted. Nonetheless, all the above studies have not been put into action. The committee had also submitted a study on ways of restructuring the central government institution (Ministries and Commissions) as well as a manning plan for the same (Yikdem 2002).

The expenditure management and control sub-program: The sub-program is under the responsibility of the Ministry of Finance. Under this program, by the year 2010, it is expected to develop a comprehensive legal framework for the entire financial management of the civil service; develop a system where budget appropriation and execution is done by taking into consideration governmental priorities as well as yearly and medium term plans of the concerned institutions; institute an improved system whereby government financial resource can be properly received, maintained and utilized; bring about better accountability to the Council of Representatives and develop human resources that possess professional knowledge and qualifications in financial management and control, (Yikdem 2002).

Human Resource Management Sub-Program: The major aim of the program is to modernize the human resource management in the civil service so as to develop an effective and efficient civil service. The responsibility of this sub-program is given to the Federal Civil Service Commission. The sub-program, by the year 2010, will have developed the following: a refined system for administering the employees of the civil service institutions in a just and equitable manner; a system of pay and promotion which is directly related to merit/performance; an effective system which allows the development of a human resources plan so as to implement government policies and priorities; comprehensive and uniform rules and regulations for managing the human resources of the civil service and adequate number of knowledgeable and capable employees in the civil service,(serkan,2011).

Top management system sub-program: The sub program is housed in the office of the Prime Minister and will work towards the improvement and selection of senior government

officials. The objectives of the reform program, for the year 2010, are to see strategic management approaches being follows in the planning, implementation and control of the total operations of federal institutions; to improve the practice of management, especially in the areas of planning and controlling, delegation of authority, responsibility and accountability, in the federal and regional institutions; and to have improvements in the structure of the Prime Minister's Office (Gill2009).

The ethics and judicial reform sub-program: The sub-program will be under the responsibility of the office of the Prime Minister. By the year 2010, it will improve awareness of civil service personnel that government activities should be free of fraud, embezzlement, corruption and other unwanted mal-practice; develop a feeling of commitment, among the civil service employees, to an appropriate use of government money and resources; develop necessary arrangements to have ethical practices in federal institutions and regional governments; improve the capacity of the police, courts and attorneys to investigate and pronounce on unethical practices; improve the capability of the media to adequately search, investigate and publicize unethical practices of government bodies; develop a code of conduct and educate the society about the need for and importance of ethical practices; and create institutions that will follow up and control unethical practices, (Gill,2009).

Service delivery and quality of service sub-program: The program is under the office of the Prime Minister and is designed to improve the quality of service provided by public sector employees and includes the establishment of a complaint-handling mechanism. The program, by the year 2010, will have made civil service institutions follow an appropriate and improved system of service delivery so as to give service to the public in an effective, efficient, transparent and impartial manner; the employees of the civil service institutions have the responsibility and obligation to provide quality service to the public fairly, equitably, honestly, efficiently and effectively, (Gill2009).

There were six project under the umbrella of Service Delivery Sub-Program: Development of service delivery policy, grievance handling directives, award system in the civil service, methods integration of related public service (center links), and preparation of technical directives for improving civil service delivery and service delivery standard directives. However, the implementation status of the aforementioned sub-programs as evaluated in 2001 (in the Capacity Building Strategy paper) by the government was below the expectation.

This attributes to many factors like too much focus on technical aspects, rather than changing attitude of the workforce, impulsive start of implementation, and lack of committed political leadership (Mesfin, 2009).

Principles of Public Service Delivery: Eight principles for transforming public service delivery principles identified by Naidoo (2004) and EMI (2011) are expressed in broad terms in order to enable national and provincial departments to apply in accordance with their own needs and circumstances.

Consulting users of services: All national and provincial departments must, regularly and systematically, consult not only about the service currently provided but also about the provision of the new services to those who back them. Consultation will give citizens the opportunity of influencing decision about public services by providing objective evidence which will determine service delivery priorities. Consultation can also help to foster a more participation and co-operative relationship between the provider and users of public service there are many ways to consult users of services, including customers' surveys, interviews with individual users, Consultation group, and meetings with customers representatives bodies NGOs, Naidoo (2004).

Setting Service Standards: National and provincial departments must publicize standards for the level and quality of services they provide, including the introduction of new services to those who have previously been denied access to them. Service standards must be relevant and meaningful to the individual user. This means that they must cover the aspects of services which matter most to users, as revealed by the consultation process, and they must be expressed in terms of which are relevant and easily understood. Standards must be precise and measurable so that users can judge for themselves whether or not promised. Some standards will cover process, such as the length of time taken to authorize a housing claim, to issue a passport or to answer letters, EMI (2011).

Increasing Access: One of the prime aims of Naidoo is to provide a framework for making decisions about delivering public services who were and still are deemed access to them, within the parameters of the Government's GEAR strategy. Naidoo also aims to rectify the inequalities of distribution of existing services. All national and provincial departments are required to specify and set targets for progressively increasing access to the services for those who have not previously received them. One significant factor affecting access is geography.

Many people who live in remote areas have to travel long distance to avail themselves of public services,(samer,2011) .

Ensuring Courtesy: The concept of courtesy goes much wider than asking public servants to give a polite smile and to say please and thank you, though these are certainly required. It receives service providers to put themselves in the shoes of the customer and to treat them with as much consideration and respect as they would like to receive themselves many public servants do this instinctively; they joined the public service precisely because they have a genuine desire to serve the public,(samer,2011) .

Providing more and Better Information: Information is one of the most powerful tools at the customer's disposal on exercising his or her right to good services. National and provincial department must provide full, accurate and up-to-date information about the service they provide, and who is entitled to them. They must be done actively, in order to ensure that information is received by all who need it, especially those who have previously been excluded from the provision of public services. The consultation process should also be used to find out what customers and potential customers need to know, and then to work out how, where and when the information can best be provided,(John,2009).

Increasing openness and transparency: Openness and transparency are the hallmarks of a democratic government and are fundamental to the public services transformation process. In terms of public services delivery, their importance lies in the need to build confidence and trust between the public sector and the public they serve. A key aspect of this is that; The public should know more about the way national and provincial departments are run, how well they perform, the resources they consequence, and who is in charge,(John,2009).

Redressing Wrongs: The capacity and willingness to take action when the things go wrong, is the necessary counterpart of the standard setting process.

The key to the Naidoo (2004) Redress principles lies in being able to identify quickly and accurately when services are falling below the promised standard and having procedures in place to remedy the situation. This needs to be done at the individual level in transaction with the public as well as at the organizational level, in relation to the entire service delivery program. This means a completely new approach to handling complaints are seen by many public servants as a time-consuming irritation. Where complaints procedures exist, they are often lengthy and bureaucratic, aimed at defending,(John,2009).

Fairness- complaints should be fully and impartially investigated. Many people will be nervous of complaint to a senior official about a member of their staff, or about some aspect of the system for which the official is responsible. Wherever possible, therefore, an independent avenue should be offered if the complainant is dissatisfied with the response they received the first time round,(John,2009)./

Confidentiality-The complainant's confidentiality should be protected so that they are not deterred from making complaints by feeling that they will be treated less sympathetically in future.

Responsiveness-The response to a complainant, however trivial, should take full account of the individual's concerns and feelings. Where a mistake has been made, or the service has fallen below the promised standard, the response should be immediate, starting with any apology and a full explanation and assurance that the occurrence was not to be repeated, and then whatever remedial action is necessary. Wherever possible, staff who deal with the complainant directly should be empowered to take actions themselves to put things right,(John,2009) .

Review- Complaints system should incorporate mechanisms for review and for feeding back suggestions for change to those who are responsible for providing the service; so that mistakes and failures do not recur.

Training-complaints handling procedures should be publicized throughout the organization and training given to all staff so that they know what action to take when a complaint is received,(John,2009) .

Getting the best possible value for money: Improving services delivery and extending access to public services to all the government's GEAR (Growth Employment and Redistribution) strategy for reducing public expenditure and creating a more cost-effective public service. The rate at which services are improved will therefore be significantly affected by the speed with which national departments achieve efficiency savings which can be ploughed back into improved services. Many improvements that the public would like to see often require no additional resources and can sometimes even reduce costs. A courteous and respectful greeting requires no financial investment, and EMI (2011)

2.2.3. Service Delivery Policy in the Civil Service Reform Program in Ethiopia

Service is generally any activity undertaken to meet social needs. Public service, particularly, refers to those activities of government institutions aimed at satisfying the needs and ensuring the wellbeing of society as well as enforcing laws, regulations and directives of the

government. The service delivery reform (SDR) in Ethiopia aimed at bringing about efficiency and effectiveness, rendering better quality services and being accountable for its failure, producing committed citizens, and to bring attitudinal change towards public service delivery sub-program. Modern service delivery, which has been a distinguishing feature of the private sector, has become a typical issue among government as well as non-government institutions to transfer good management practices from the private to the public sector, (Zebib,2013).

Service delivery basically refers to the systematic arrangement of activities in service giving institutions with the aim of fulfilling the needs and expectations of service receivers and other stakeholders with the optimum use of resources. In short, improvement of service delivery means increasing the cost effectiveness, coverage and impact of services. Although the Ethiopian civil service has a long tradition and experience of serving various governments, it has so far given little attention to service delivery. The orientation, attitude and work practices of the bureaucratic machinery established to carry out highly centralized and control oriented government policies of the previous regimes are ill-suited to the needs of the new policy environment in Ethiopia. Radical changes about political economic and social changes have taken place in Ethiopia since the establishment of the transitional government, (Zebib2013).

2.2.4. Problems of the Ethiopian Civil Service in the Delivery of Services

There are several problems that contributed to poor service delivery in the Ethiopian civil service. The major problems include: Positive attitude towards public service has not developed to the desired extent; Insufficient recognition that citizens have rights to perceive service; lack of accountability in civil service institutions for failure to meet expected performances; service delivery in many public institutions are based on long and time consuming, excessively hierarchical organizational structure obsolete management practice; services are in most cases provided in a manner that suits the administrative convenience of the providers rather than meet the needs of the recipients; civil service institutions tend to concentrate more on concerns for inputs and routine activities than on achieving tangible outputs by way of implementing government policies and programs as well as improving service; the public is seldom given clear and adequate information on the availability of particular services and the conditions required to get these services; civil service institutions are sole providers of some services; most of the institutions do not have any formally

constituted complaint handling mechanisms, service delivery improvement is not given sufficient attention in the planning process of many government institutions and in many cases the level of initiative and commitment to improve services leaves much to be desired etc...(FDRE,2001).

As a result of these and other problems, the civil service has so far not been able to effectively carry out government policies and programs as well as to organize and deliver cost effective services. Consequently, its role in promoting economic and social development remains limited. Besides, the fact that the civil service, on several occasions, has not been able to properly address the rights of service users to get public services in a fair equitable manner has contributed to the prevailing negative perception among the public about the efficiency of government institutions and civil servants. In general, it is believed that absence of a clear and consistent government policy on service delivery in the civil service partly accounts for the prevalence of the above mentioned problems, (FDRE2001).

2.2.4.1. The Need for Policy

The state of service delivery in civil service institutions calls for fundamental changes. The government is committed to bring about such an improvement. Thus, the service delivery policy is the first step to realize such government commitment. The policy is specifically designed to: create awareness among civil service institutions and the general public about government intentions and expectations regarding service delivery and quantity and quality of service. Publicize the rights and obligations of both service providers and recipients; encourage and promote service delivery improvement throughout the civil service; and encourage continuing improvement in service delivery,(Sara,2012)

2.2.4.2. Scope and Objective of the Policy

Federal ministries, commissions, public authorities and municipal administrations as well other agencies financed from the regular budget of the federal government. The federal government will make utmost efforts and provide necessary support to assist regional states to formulate and implement their own policies on service delivery by adapting contents of this policy to their specific conditions. The overall objective of the policy on service delivery is to attain user satisfaction in service delivery in the civil service.

The specific objectives are to ensure:- efficiency and effectiveness of service delivery in the civil service thus reducing the burden of proving and receiving services and there by facilitating economic and social development, equity in access to government provided services and in the treatment of service users and those institutions are managed in such a way as to provide better quality services and accountable for failure to do so Belete (2008).

2.2.5. Business Process Reengineering (BPR) in the civil service to improve service delivery

The government of Ethiopia has chosen BPR in-order to get the civil service system shift radically transformed to totally new civil service system where jobs are organized around results, people are focused on end result, the management and measurement system based on result and the belief and values of people in the organization has changed towards supporting development. This is a fundamental reason that government has chosen BPR as a great tool to achieve their total transformation of civil service system Belete (2008).

This stage of reforms concentrated on customer needs add in making service delivery more effective and efficient. As official documents shows that in this country service delivery including health service has tremendously been improved as a result of BPR, processes have been re-designed to create total reduction in time taken to deliver services, the quality of service has improved and the resources utilized optimal. Organizations undertaking BPR has been going through lots of challenges where lack of reengineering leader and lack of adequate knowledge and skill for undertaking BPR were critical among others. Reengineering leadership is also a critical factor in achieving BPR. Because of the fact that BPR entails system overhaul, major changes in rules and structure, many critical decisions on resources unlike other change programs, it can never succeed without executive leadership,(Tafesse,2010).

According Belete (2008) the other major challenge was the misunderstanding on BPR from people in organization, including stakeholders, some of the misunderstanding points were: Thinking BPR as American culture oriented which does not work in our environment, BPR resulted in massive lay off, BPR needs sophisticated technology, BPR is for those developed countries that passed through industrial development and technological advancement, we are

too far behind, so we do not have resources, readiness to absorb BPR. Although a number of challenges have been identified in the BPR implementation process, the Ethiopian approach to BPR has uniqueness as the process is entirely owned by the Ethiopian.

According to AH Consulting Survey (2010) the following are achievement of BPR implementation in Ethiopian public service: Organizations have been organized around processes, outcomes or results; Processes are identified and designed in such a way that they can add value to customers; efficiency has been improved – less time is taken and less money is spent to provide services as a result of BPR; Achievements of flatter structure- less time to decide, empowering employees and increasing flexibility of service, BPR helps to drive the Human Resource Management reform agenda of the civil service which is highly related to professionalism of the civil service; Customer satisfaction has been registered in many implementing agencies; Improved effectiveness- in most institutions, BPR has helped institutions to do the right thing as defined in their mission and vision this helps to improve effectiveness in civil service; Change attitudes the attitude of the civil servants started to change to be client focused.

After BPR the attitude of employees towards clients and team work is improved; After BPR, team work has been recognized and its performance has been improved introduced that makes the civil service easy to do business; Customer care and client relationship has been improved; Management skills have been improved as a result of trainings in areas of strategic planning and management, change management, performance management; Many benchmarking programs were carried out and lessons helping to improve performance have been gained.

2.2.6. Balanced Score Card (BSC)

BSC was introduced in the Ethiopian civil service in 2009 as a tool that would be used for performance management. BSC is used to plan, implement, monitor and measure the performance of all actors involved in the implementation of the goals and objectives of the country. It is an integrated approach to strategically plan, implement, and measure the performance of all actors involved. (FDRE Ministry of Capacity Building, 2010) Balanced Score Card (BSC) also widely used in health sector institutions as a performance management tool to enable strategic planning and management by aligning institutional activities to the vision and strategy of the organization. The BSC tool involves setting of

performance measures and targets for the institutions, departments, teams and individual employees. BSC replaces tool which had been used for employee performance measures in the delivery of public service. Because of its strategic approach, balanced set of measures and strategically alignment, BSC has taken as the most important tool implement in almost all government institutions including health sectors throughout the country.

2.2.7. Civil Service Change Army (Yelewt Serawit)

The legal base of change army is clearly defined in the change army formation manual prepared by the Ministry of Civil Service in 2014. The change army scenario is introduced to modernize the Ethiopian civil service as part of the civil service reform. Though the word army proactively interferes with the civil code, the real concept used by the Ethiopian government is to show civil servants as a standby military force towards the implementation of government policies and strategies. Hence, it is about a group of people organized as one standby armed force to perform organizational missions as effectively as possible (Ministry of Civil Service 2014). Respondents were consulted to share their understanding of the description of what the change army really means. The result obtained was mixed. Most of the respondents failed to define the change army as stated in the legal document and some assume it as an instrument to facilitate ruling party politics.

Most of the respondents (64.4%) defined one-to-five team and change army as one and the same. However, very few officials and process owners came-up with the real definition of the new concept. This implies that the definition and concepts of change army is not understood across the board. According to the Ministry of Civil Service (2014), different teams are formed under the change army. There could be at least one change army team and there would also be the one-to-five team arrangements within each change army. Each one-to-five team is also expected to have three to seven team members which are similar to self-directed teams and different from cross-functional teams with 8 to 12 members (Mackin 2007). This helps to bring individuals together from multiple work areas at a same level. The following table illustrates the practical team building condition.

Yelewit Serawit is being implemented to create a structured approach to implement, monitor and evaluate the operation at each level. Yelewit serawit is nothing but an organized platform where team members build their capacity evaluates the basic challenges and problems they

encounter and relieve them through democratic way, measure the performance collectively and individually and identify outstanding performance (ginbar kedem fetsami). Yelewit serawit can be equated to equality circles established in kaizen and total quality management for the purpose of ensuring quality. It is the most dynamic platform available and suitable for our condition to identify strategy, to clearly articulate basic shortcomings in the implementation of the strategy, build capacity of performers, and the key circle of excellence. (Temesegen2010).

2.2.8. The Citizens 'Charter

Ministry of Civil Service launched Citizens' Charter in February 2012 with an intention to enable civil servants to serve the community in an improved and better manner. The charter would be expected to ensure government's accountability to the public and openness and transparency as well. Nevertheless, it is seldom to find organizations which have produced their own citizens' charter and publicized. Indeed, there have been trainings for different experts and mid-level officials about the essence and development of the charter. Definitely, the charter approach to service delivery enhances the transparency and accountability of the public service delivery system, (Bekalu2009).

However, the Ethiopian Civil Service has developed the twelve Ethical principles in service provision. A decade has passed echoing and posting these principles. But, they have not standards to measure- the degree of transparency or honesty etc. The charter approach to public service delivery may not come with different principles rather repeating on the already existing-transparency, accountability, impartiality etc, (Bekalu, 2009).

2.2.9. Major Determinants of Service Quality Dimensions

The public service organization can measure their service quality in light of the following factors by getting feedback from customers. Feedback can be obtained from customers through dealing with individual customers depending on the type of service the authority delivers. There are a number of determinants that affect services quality. These are discussed below, Sim,(2016)

2.2.9.1. Service Standards

Standards of customer service are to be improved to levels comparable with best practice and people are to be more readily involved in decision making, service design and service reviews. According to Adrienne Curry Sound operational management involves putting in place the right arrangements for managing services more effectively and ensuring

that managers have greater control over resources, decision making and performance. Excellent service can also be energizing because it requires the building of an organizational culture in which people are challenged to perform to their potential and are recognized and rewarded when they do. Service standards are a basis for measurement of service delivery. Standards help to measure the extent to which service is being improved. The established service standard should be available to the public in order to meet its objectives. Unless there is a predetermined service standard, it is very difficult to satisfy the needs of customers because of the subjectivity of the service provisions. Without predetermined service standards, it is difficult to build transparency, responsibility, and accountability, (Adrienne, 2009).

2.2.9.2. *Accessibility of service*

The access to service delivery principle states that all employees should have equal access to service to which they are entitled. Predetermined service standards are essential for customers to know about the services they are going to be provided so that they will be able to complain if services are not rendered according to the standards. The Authority is committed to utilizing customer feedback in order to maintain and improve the quality of services provided, Sim, (2016)

2.2.9.3. *Fairness*

Perception of Fairness:-employee satisfaction is also influenced by perception of equity and fairness employees perceive. Fairness is central to customer's perception of satisfaction with products and services. The complaint handling system process must be fair. This means complainants must be given the option to identify the individual(s) they are complaining about; both parties of a complaint are entitled to be listened to and to have their views taken into account; the person being complained about must know all the claims that are made against them and have the opportunity to put respond and their case forward; All information relevant to the case must be taken into account; and the decision made must be fair and unbiased (Curry, 2009).

2.2.9.4. *Transparency*

Transparency can be defined as public's unbound access to up-to-date and trustworthy information about the public sector institution's performances and decisions. Contextually, transparency in any service delivery is about free flow of information between service provider and service users. In addition to the readiness and availability of

working environment for transparency in any organization, the availability of proper media and institutions that help the system transparent is basic,(Tewodor,2008)

2.2.9.5. Responsiveness

Responsiveness refers to the ability of public organizations to satisfy the demands of the citizens as per their preference. On the other hand, responsiveness can work as a main toll of interlinking the demand and supply side strategies proposed by making, (Sim,2000)

2.3. Empirical Literature

Studies and assessments done on the implementation status of the PSDR in Ethiopia identified both success stories and challenges. For example Siyam (2013) identified the major achievements in implementing the PSDR to be: better quality services; beginning of result oriented evaluation and commitment of higher officials. The challenges are: shortage of experienced manpower, lack of incentives, inadequate training, insufficient evaluation and monitoring, and politicization of the reform, lack of enough support from the concerned government bodies, absence of policy documents and resistance to change from the staff.

In regard to private organizations, Pfeiffer (2003) have conducted a study to obtain empirical evidence about the use of the BSC in German language countries, observing the empirical evidence of the relation between the organization size and the use of the BSC.

Russo and Martins (2005) have observed that limited liability companies use the BSC less, and those companies which capital is mostly controlled by big companies and that export to certain markets use the BSC more. On the other hand, Bedford et al. (2008) have conducted a study in Australian companies, observing that the BSC offers more benefits when connected to the incentives and rewards system, is applied in various levels within the organization, and the cause-effect logic is used amongst the measures.

Braam and Nijssen (2011) have obtained empirical evidence of the association between the BSC implementation and the existence of dynamic and turbulent environments, that bigger companies are more prone to adopt the BSC, and that its receptivity is positively influenced by the prior adoption of similar instruments.

In the public sector internal modernization that contributes to the redesign of the interface between administration and its political, economic and social environment (Daley, 1999).

Oppenet al. identifies four key competencies of strategic management: (1) value management, (2) management of structures, (3) management of change, and (4) strategic evaluation (Nascholdet al. 1998). Value management involves addressing the behavior of employees, as well as their attitudes, values and beliefs. Therefore it is critical to link cultural change programs within an organization to organizational strategy rather than simply basing them upon organizational development processes. He argues that processes of cultural and organizational change have to proceed in parallel, with employees involved at every stage and in every aspect of these processes (Naschold, et al. 1997).

Hailemarium, (2006,) identified achievements of public service delivery such as the commitment and full involvement of high ranking officials and the access to policy makers to request amendments of legislations. However, they concluded that unless appropriate reward and motivational instruments are put in place the change will tend to backslide. The Civil Reform Program Office (CSRPO) identified strengths and weaknesses.

Some of the strengths are: government support, environment conducive to change, improvement in service delivery, decentralized ownership, availability of useful tools to implement the reform, and institutions taking the initiative in the reform. Some of the weaknesses identified are lack of leadership commitment, lack of capacity of human resources, systems and structures, problems in designing the program, and lack of integration among the sub-programs. (CSRPO, 2005). These studies, however, did not show the specific causes that contributed to success or failure in the PSDR. Based on the theoretical discussions, this study suggests that the important factors that influence effects of reform initiative in service quality in public service delivery.

In Ethiopia, there is growing interest in the use of the BSC in more firms with support from government (Tessema 2005). In Ghana, following the liberalization of the economy, the public sector has implemented performance management as a way of ensuring efficiency and effectiveness in organizations (Ohemeng 2009). Despite such efforts, the consensus is that performance management has not made tremendous contribution to organizational efficiency and effectiveness. There are still grey areas in financial management and service delivery 'in the public institutions.

According to Balin (2004) about 57% of global companies were working with the balanced scorecard. Much of the information in the commercial sector is proprietary, because it relates to the strategies of specific companies. Public-sector (government) organizations are usually not concerned with proprietary information, but also they may not have a mandate (or much funding) to post their management information on web sites

2.3.1. Research Gap

According to Beniam (2012), public service organizations exist to provide services to the citizens, the private sector and other institutions. It is a well-known fact that service delivery by public service organizations is inundated with several challenges. So he doesn't see the civil service reform in general.

Mohammed et al (2010), cited in Benjamin (2012), stated that public service organizations agree that customer service is one of the most important vital factors that contribute to the establishment of reputation and credibility among the public. They also argued that the public- complaint of long queues, poor service delivery and insufficient physical facilities might affect the image and level of service quality in the public sector but not address the importance of the reform.

Isaham,(2016), Makbeb,(2013) and Alelegn, (2010): all of them agrees that the introduction, adoption and implementation of public sector reforms has seen a shift in focus from the adherence of formalized procedures to an emphasis on resource allocation and goal achievement for improved service delivery to the public and more in tune with contemporary thinking regarding public sector management globally; nowadays public sector reform programs play a major role in introducing fundamental changes in the structure and operation of civil service in but specifically they can't address each individual reform programs.

Meanwhile, Ethiopian government enacted the directive on “complaints handling on public service delivery” with the main objectives of: providing quick responses to customer complaints; collecting feed-back; and reducing the burdens of access to justice and legal institutions (Desta, 2018). The effectiveness and efficiency of a country's public sector is vital to the success of development activities, including those World Bank supports. Sound

financial management, an efficient civil service and administrative policy, efficient and fair collection of taxes, and transparent operations that are relatively free of corruption all contribute to good delivery of public services (WorldBank, 2008).

Despite the efforts made by the government of Ethiopian, the service delivery and grievance handling system of most of the public service organizations in Oromia region of Jimma town are not in a position to fully satisfy large number of customers, reform tools such as BPR, BSC and KAIEZAN implementation needs to analyzed whether it was applied by the civil servant in order to respond customers under the study area. Problems have been observed in delivering services to the public in a manner that is satisfying customers.

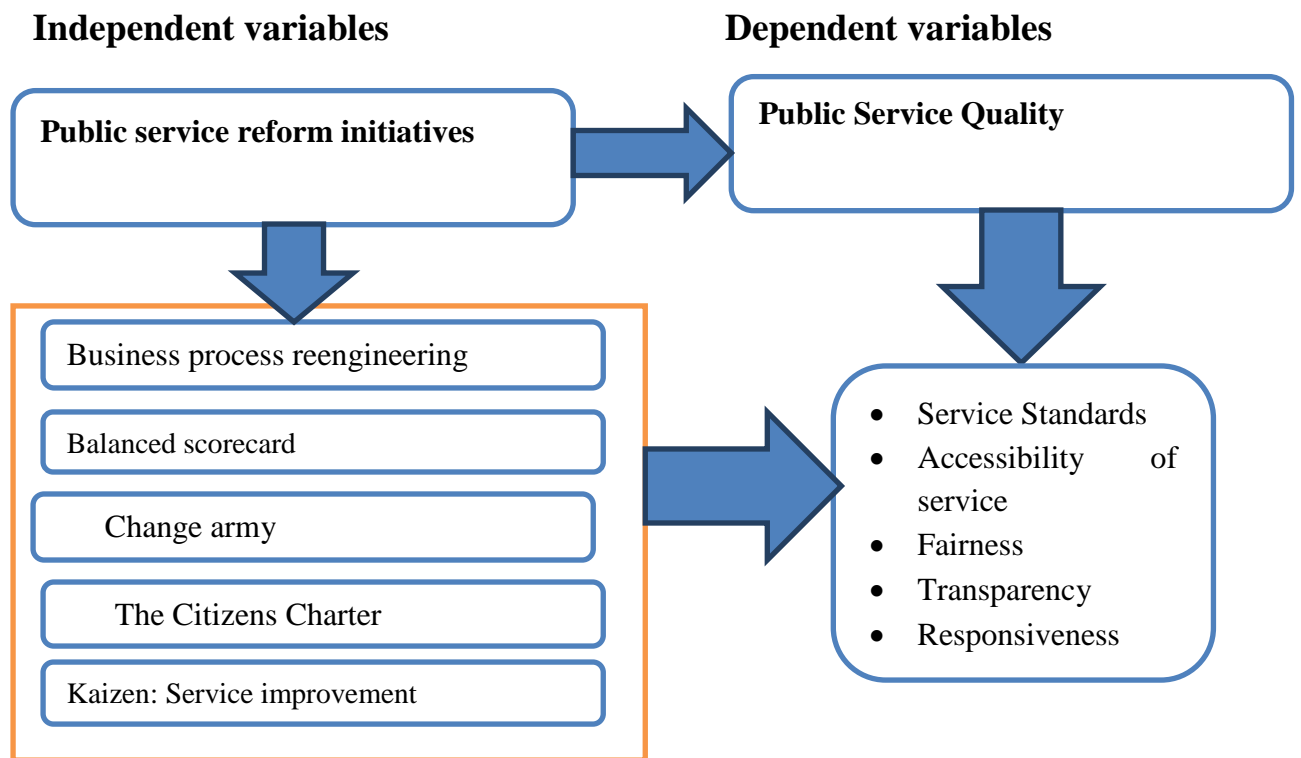
According to Yoseph (2011), one of the major problems in the civil service institutions of Ethiopia particularly Jimma town was low service delivery systems which could lead to low efficiency of service delivery. Several researches have been conducted on the subject matter; however, most of them were focusing on private sectors such as insurance, hotel, bank and the like (Akalu, 2015; Ibraheem and Chinonso, 2015; Jayaraman et al, 2010).

2.4. Conceptual Framework of the Study

Customer satisfaction can be defined as when the customer's expectation of the service provided matches his perception of the actual service received (Parasuraman et al., 1985). The relationship between customer service provided and expected service quality is the key to measure customer satisfaction. Service quality can be explained as perceived performance from the customer's perspective.

The service quality effects are in many organizations and maintaining customer satisfaction is the key to retaining customers and profitability. Therefore, this study is service quality has become a vital aspect. Service quality is found to be an essential tool to create and maintain loyal customers. The conceptual framework indicates the vital process, which is useful to illustrate the track of the study. This study would demonstrate business process reengineering, balanced scorecard, change army, the citizen's charter and kaizen: service improvement towards the dependent variable public service quality.

Fig: Conceptual Framework



Source: own survey of 2020

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter deals with the research methodology used in gathering data for the study. It contains the research design, sources of data, sample size, and sampling techniques, data gathering instruments, procedures for methods and data analysis.

3.1. Research Design

The reason behind using descriptive study design is because the researcher is interested in describing the existing situation under study. This study also used explanatory study design, to explaining, the relationship between variables and solve the research problem at hand.

3.2. Research population

According to LoBiondo-Wood and Haber (1998:250), a sample as a portion or a subset of the research population selected to participate in a study, representing the research population. Hence, in this study the population sample has been taken from the employees of Jimma town public service office. According to the organization's human resource process owner, currently the total numbers of employees in the Jimma city administration of sampled institutions for this study was 312employees.

3.3. Sample techniques

Stratified random sampling was employed for this thesis and it is a type of probability sampling using which a research organization can branch off the entire population into multiple non-overlapping, homogeneous groups (strata) and randomly chosen sectors

The study is based on a sample frame of employees` of the organizations firms, and management members drawn from the total population. Hence the sample size determined in the following fashion, (Yamane 1967)

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{312}{1 + 312 \times 0.05^2}$$

$$n = 169$$

Where:

N= total population

n = Adequate sample size within a given amount of confidence level

e = tolerable amount of error the researcher accepts which is 8% or 0.08

Table 1: for farther description sample unit taken from each manufacturing company:

s/n	Institutions	Total population	Sample size of the population
1	Revenue office	62	41
2	Finance office	54	20
3	Administration/mayor office	30	20
4	Education office	54	27
5	Municipality office	44	27
6	Public services office	36	18
7	Transport authority office	32	16
	Total	312	169

Source; (survey of Jimma city administration 2021

3.4. Data sources

The sources of data for this study were both primary and secondary resources. The following sub-sections discuss the sources and processes of capturing these data.

3.4.1. Primary data sources

The primary sources of data were mainly employees of selected Jimma city administration. The relevant information/ data were collected via questionnaire, interviews and observations.

3.4.2. Secondary sources

The secondary sources of data was collected from published and unpublished materials of both public and private documents, memos and literature. So this source was collected from both hard copies of government documents, soft copies from internet such as Google scholar.

3.5. Questionnaires

Questionnaires were used to gather data from the selected employees of public organizations of Jimma city administration. Organization of the questionnaire is in to two major parts, the first part deals about personal characteristics of respondents and the second part deal with the issue of reform initiatives. Finally, the questionnaire in this way was distributed to the selected sample population.

3.5.1. Interviews

Semi-structured questionnaires were prepared for collected reliable quantitative and qualitative data. Moreover, different interview guides for key informants from public sector civil servants and official's levels for in-depth and triangulated data sources were used. For validity and reliability, the researcher himself collects all interview data with each key informant by probing their answers to unfold problems. The interview was prepared in English.

3.6. Data Analysis

After data collected through questionnaire, its completeness was verified, coded and entered the computer using SPSS. The data was subject to analysis using application software packages named as Statistical Package for Social Sciences (SPSS) version 21.

Data analysis was performed using descriptive and inferential statistics. According to Boone and Boone (2012), Likert scale data are analyzed at the interval measurement scale. Likert scale items are created by calculating a composite score (sum or mean) from four or more type Likert-type items; therefore, the composite score for Likert scales should be analyzed at the interval measurement scale.

Descriptive statistics recommended for interval scale items include the mean for central tendency and standard deviations for variability. Additional data analysis procedures appropriate for interval scale items would include the Pearson's r , ANOVA, and regression procedures.

3.6.1. Descriptive Statistical Analysis

Descriptive statistics was used to describe different characteristics. Frequencies and percentages were used to analyze general information about respondents, mean and standard deviations were used to describe aspects of reform initiative practices.

The mean is preferred as it considers the precise score of each case thus it incorporates more information than the median which only states a scores relative position. The standard deviation on the other hand, was used to measure variation. The results were presented using tables accompanied with explanations.

3.6.2. Inferential Statistical Analysis

In Inferential statistical analysis, correlation and multiple linear regression analysis were used to determine the relationship between the independent variable (Public service reform initiatives) and dependent variable (public service quality); and to test the effect of Public service reform initiatives practices on public service quality respectively. The results were presented using tables.

3.6.3. Multiple Regression Analysis

According to Gujarati (2004), the term regression was introduced by Francis Galton. Regression analysis is concerned with the study of the dependence of one variable, the dependent variable, on one or more other variables, the explanatory variables, with a view to estimating and/or predicting the (population) mean or average value of the former in terms of the known or fixed (in repeated sampling) values of the latter.

The multiple regression analysis was used to determine whether Public service reform initiatives practices will influence the public service quality of public sectors. The study takes the five determinant factors as independent variables and the public service quality as dependent variable in the regression model.

The study used the following multiple regression model to establish the statistical significance of the independent variables on the dependent variable.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where; Y = Public Service Quality

X1 = Business process reengineering

X2 = Balanced scorecard

X3 = Change army

X4 = the Citizens Charter

X5 = Kaizen: Service improvement

In the model, β_0 = Constant, β_1 to β_5 = Regression coefficients represent the mean change in the dependent variable for one unit of change in the independent variable while holding other independent variables in the model constant and

e = Error term which captures the unexplained variation in the model.

3.7. Ethical consideration of the research

The respondents have been informing about the objective and purpose of this study and verbal consent will be obtaining from each respondent. Confidentiality going to be assuring

and information is recording secretly. Equal selection of the subject has been given to assure an equal chance will be including in this

CHAPTER FOUR

DATA ANALYSIS, RESEARCH FINDINGS AND DISCUSSION

Introduction

This chapter presents the data analysis, research findings and discussions with respect to research objectives and research questions stated in the first chapter of the study.

4.1. Response Rate

Response rate is formally defined as the number of completed questionnaires divided by the number of eligible sample members (Frohlich, 2001). Response rates are generally considered to be the most widely compared statistic for judging the quality of surveys (Johnson, 2008). There is no specific response rate that guarantees an unbiased representation of the population.

As a general rule of thumb, most reviewers look for a response rate $\geq 70\%$ (Rubinfeld, 2004). A total of 169 questionnaires were distributed to head of the public sectors, vices, officers and ICT specialists of the public sectors. Out of the 169 questionnaires, 164 were returned to the researcher which represents a response rate of 97%. This percentage was considered sufficient for the study as it is higher than the general response rate rule of thumb.

Table 4.1 Response Rate

Response status	No	%
Returned	164	97
Not returned	5	3
Total	169	100

Source: survey result 2021

4.2. Respondents General Information

This section presents general information about respondents of the organization. The general information collected was on gender, marital status, level of education, work unit and work experience. Gender was assessed to understand the involvement of both genders in the study. The level of education was important to imply that the respondents were well educated and had the ability to understand and respond to the issues sought by the study.

Work unit was required to infer that the respondents were able to understand the different work standards practices sought by the research. Work experience was important to ensure aspects of familiarity and experience of the respondents in matters of reform management practices.

4.2.1. Gender of Respondents

The study sought and obtained gender details of the respondents as shown in table 4.2.

Table 4.2 Gender of respondents

Gender	Number	Percent	Cumulative Percent
Male	102	62	62
Female	62	38	100
Total	164	100	
Education			
Diploma /level IV	24	14.6	14.6
BA	100	61	75.6
MA and above	40	24.4	100
Total		100	
Age			
Less than 25	10	6.09	6.9
25- 30	32	19.5	26.4
31- 35	50	30.5	56.9
36 - 40	22	13.4	70
Above 41	50	30.5	100
Marital Status			
Single	40	24.4	24.4
Married	112	68	92.4
Divorce	12	7.3	100
Widowed	0	0	0
Total	164	100	
Work unit			
Head	4	2.44	2.44
Vice	7	4.27	6.71
Process owner	30	18.29	25
Officer	103	62.8	87.8
IT related	20	12.19	100
Total	164	100	
Work Experience			
1 – 4 years	10	6.09	6.9
5 – 9 years	32	19.5	26.4
10 – 20 years	50	30.5	100
Total			

Source: survey result 2021

According to the above table, large number of respondents in terms of sex were male, which comprises 102 (62%) of the total respondents and females were comprises 62(38%) of the total respondents. This shows males greatly found to be participating in the study and were the majority of the population for the study.

4.2.2. Academic Qualification

As indicated in the above table 4.3, the study established that majority 100(61%) of the respondents had first degree level of education followed by 40(24.4%) of the respondents who had second degree and above level of education and then the remaining numbers were 24(14.6%) who had diploma level of education. This indicates that know a day's public servants were got the chance to self-development and this were a great progress to serve the community on the right way time, cost and quality.

4.2.3. Age level of respondents

As we understand from the public organization age category of respondents play a vital role in case allocation of workers for training and for work.so the following table discusses the age level of respondents.

4.2.4. Marital Status

Marriage of employees plays a vital role for the sustainable service delivery of employees especially in public organization. The following table shows the marital status category of employees of public sectors.

4.2.5. Work Unit of Respondents

The study sought to know the various work units that the respondents belongs to ascertain whether they had relevant knowledge in their area of specialization.

The study found out that large numbers of respondents 103(62.8%) were officers of the public sectors and 30 (18.29%) were process owners next 20(12.19%) from ICT related workers and finally, 7(4.27%) and 4(2.44%), respondents were heads and vices of the public sectors respectively. This implies that the respondents were able to understand the different reform initiatives practices sought by the research based on the different work units they belong.

4.2.6. Work Experience of Respondents

The study findings revealed that majority of the respondents 50,(30.5%), had a work experience of between 10-20 years whereas 32 (19.5%) had a work experience of between 5to 9 years. only 10(6.09%) had between 1-4 years of work experience as indicated in table 4.6. This shows that majority of the respondents had served for a considerable period of time which implies that they were in a position to give credible information relating to the study

4.3. Analysis and Interpretation of Employees Responses

The study used a five-point Likert scale with 1= Strongly Disagree (SD) 2= Disagree (D) 3= Uncertain 4= Agree (A) 5= Strongly Agree (SA) was used to rate the state of reform initiative management practices. Analysis of the data was done using means and standard deviations. The means recorded were interpreted as follows: 1-1.49 = Never practiced; 1.5-2.49 = rarely practiced; 2.5-3.49 = occasionally practiced; 3.5-4.49 = Very often practiced; 4.5-5.0 =Always practiced (Lady, 2016).

4.3.1. Business process reengineering in public sectors

Therefor the first objective of the study was to assess the Business process reengineering management practices and impacts towards the other public sector reform. Therefore respondents were asked to indicate that customers of the organizations have awareness about the current service delivery improvement were valued a mean score value of occasionally practiced with relatively highest mean (M= 3.10 and SD= 1.092) followed by Customers of the organization have a better treatment in case of service delivery at any time was valued a mean score of occasionally practiced (M= 2.98 and SD= 1.068). Next Customers Queuing time was decreasing throughout the time as the organizations context was scored a mean value of occasionally practiced (M= 2.95 and SD= 1.98)

Handling customers complaint in the organization in a modern way was improved at this time was also scored a mean value of occasionally practiced (M= 2.95 and SD= 1.98), the organization has office arrangements suitable to the departments of each employees were scored occasionally practiced (M= 2.77 and SD= 1.105),this was supported by whether the necessary working equipment's and materials scored mean value of occasionally practiced (M= 2.82, SD= 1.029),and employees understanding the concepts and purpose of BPR well in each organization were scored the lower mean value of occasionally practiced (M= 2.60

and SD= 1.078) and therefore service delivery in general at this time changed to a better performance was on a position of occasionally practiced (M= 2.80 and SD= 1.052) ended by because of many improvements, in the organizations it is not difficult to implement BPR principles in the organization were finally scored a mean score of occasionally practices (M= 2.780, SD= 0.97) which was less than mean score of three.

Therefore the finding shows that this result is very poor as the age of PBR shows. It was also indicated by the open ended questions that the customers' complaint handling culture was still backward and very poor and this was supported by other researchers as; Yesunew (2016) the service delivery process in public organizations were not as such satisfactory and it was practiced based on the political leaders.

Also other researchers were agreed as; Customer demands drive most BPR initiatives and more so in the service industry Hammer (2009). The customer focused approach has also been moved further to include the internal customer. There have been attempts by recent approaches to redress the balance and have argued that customer support should be a key ingredient in process redesign ventures as opposed to the current methodologies that maintain focus on workflows and little regard for the customer (Walden, 2009).

Finally the researcher concludes that having a knowhow about this reform is contributing a better way to the employee and for the organization because the main target of employees as well as the organization was serving the community on the better satisfaction so the concerned bodies or public service sectors better to manage the old BPR as a new direction based on the current technological improvement and by centering the needs and wants of the current customers in general.

Table 4.7 Business process reengineering

No	Business process reengineering	N	Mean	Std. D
1	Customers of the organizations have awareness about the current Service Delivery Improvement	164	3.10	1.092
2	Customers have a better treatment in case of service delivery	164	2.98	1.068
3	Customers Queuing time was decreasing throughout the	164	2,95	1.98

	time			
4	Handling customers complaint in the organization was improved	164	2.95	0.980
5	The organization has office arrangements suitable to your work	164	2.77	1.105
6	The organization provides you with the necessary working equipment's and materials	164	2.82	1.029
7	As an employee I understand the concepts and purpose of BPR well in my organization	164	2.6,0	1.078
8	The service delivery in general at this time changed to a better performance	164	2.88	1.052
9	Because of many improvements, in the organizations it is not difficult to implement BPR principles in my office	164	2.78	0,97
	TOTAL	164	2.89	1.22

Source: Researcher, 2021

4.3.2. Balanced scorecard system in public sectors

As indicated under the following table, employees were asked whether they exaggerated minor achievements and placed more emphasis on minor achievements were valued a mean score of occasionally practiced (M= 3.09, and SD= 1.226) next to this guidance and counseling services are provided for poor performances in the organizations also evaluated as a score of occasionally practiced (M= 3.21, and SD= 1.396) and the organization was evaluated the service given to the customers continuously with employees were scores a mean value of occasionally practiced (M= 2,82 and SD= 1.089) respectively.

On the other way, BSC service standards were fully implemented to each department as well as employees, linking each daily, weekly and monthly activity with the long term strategy of your organization, promotion based on the results of your continuous job oriented performance evaluation, distribution of equipment's and materials is done based on the requirements of the work and because of many improvements, in the organizations it is not difficult to measure performance through BSC in public organization were evaluated a mean score value of occasionally practiced (M= 2,95 and SD= 1.095), (M= 2,94 and SD= 1.001),

(M= 2,98 and SD= 1.125), (M= 2,78 and SD= 1.078) and (M= 2,88 and SD= 1.042) respectively.

Therefore as shown from the following table, an overall mean and standard deviation of (M=2.95, SD= 1.103) was recorded indicating that Balanced Scorecard (BSC) management was occasionally practiced in public sector which was less than mean score of three.

This result shows that the same is true with BPR implementation in public organizations, BSC also have poor performance in the effective and efficient implementation of public service towards the community as well as own performance of employees themselves.

Therefore the researcher raises that, effective implementation of BSC in the organization tries to link performance management programs with its strategic goals and tactical objectives that scale up the concept of the balanced scorecard. As the open ended responses from the key informants shows that in the past years this system was evaluated by the direction of full subjectivity and even it was evaluated by those persons or officials who doesn't have knowhow about the system and on the other way political interference were hardly affected the continuous assessment of BSC in general.

Other researchers were also agree on that, Gemechu, (2016) on his un published paper argues that, attention is not given to the indicators of BSC as change desires in the system Few vital indicators are not addressed Implementing BSC for a reason No clear linkage between indicators Employees are do not participated in the development stage of the BSC Effective implementation of BSC in the organization tries to link performance management programs with its strategic goals and tactical objectives that scale up the concept of the balanced scorecard. The basic challenges of the implementation process of BSC are varied from context to context but Richardson (2011) clearly identifies the subsequent factors which are highly threatening the execution process of BSC in the organization such as:- lack of visionary leadership, inactive senior executives commitment, and involvement in the process BSC Most organizations do not communicate BSC throughout the entire organization Undermining its essence and allocation of few resources Considering it as a correction mechanism.

Thus, exercising the technique becomes so difficult when critical care is not taken by everybody in the organizational community and employees of public sectors were doesn't have the capacity to hold this reform ; so the government and concerned bodies were

expected to re amend this reform based on the countries context and the existed globalized situation as well.

Table 4.8 Balanced scorecard (BSC)

No	Balanced scorecard	N	Mean	Std. D
1	They exaggerated minor achievements and placed more emphasis on minor achievements	164	3.09	1.226
2	Guidance and counseling services are provided for poor performances in the organizations	164	3.21	1.396
3	The organization was evaluated the service given to the customers continuously with employees	164	2.82	1.089
4	BSC service standards were fully implemented to each department as well as employees	164	2.95	1.095
5	You are linking each daily ,weekly and monthly activities with the long term strategy of your organization	164	2.94	1.001
6	You have been promoted based on the results of your continuous job oriented performance evaluation	164	2.98	1.125
7	The distribution of equipment's and materials is done based on the requirements of the work	164	2.78	1.078
8	Because of many improvements, in the organizations it is not difficult to measure performance through BSC in my office	164	2.88	1.042
	TOTAL	164	2.95	1.13

Source: Researcher, 2021

4.3.3 Change army management practices

According to the following table indicates, respondents were consulted to share their understanding of the concepts and purpose of reform army well in the public sectors were evaluated a score mean value of (M= 3.24 and SD= 1.152) which was occasionally practiced, employees consider change army reforms as politically motivated rather than as a means of improving organizational service delivery systems were also evaluated a score mean value of occasionally practiced, (M= 2.91and SD= 1.018) followed by most employees concentrate on minor issues, giving less attention to the big picture of the reform agenda in case of their meeting rather than promoting creativity were evaluated a score mean value of occasionally

practiced, (M= 2.80 and SD= 1.131) in the public sectors in general and on the other way, there is a periodical discussion with the different stakeholders, customers and employees focusing on service delivery reform were a minimum scores as; (M= 2.99 and SD= 1.148).

Also employees were asked as whether the change army is professionalized but open to new ideas, leaders have good techniques of handling the team and army leader has a good skill of listening to teams were evaluated a score mean value of occasionally practiced, (M= 2.90 and SD= 1.100), (M= 2.96 and SD= 1.093) and (M= 3.04 and SD= 1.115) respectively.

Thus the average mean score value of occasionally practiced were become a culture to this reform also (M= 2.96 and SD= 1.093) therefore the result obtained from this finding shows that most employees were not fully have knowhow about the strategic advantage of reform army and they responded by mixing with other reforms in general. So the public service delivery trend of the public service institutions can be regarded currently as inefficient. More specifically, it is characterized as time consuming, costly, incompetent, non-responsive and non-dynamic. However reform army has a good way to overcome challenges of fragmented activities of public sectors and also helps to bring individuals together from multiple work areas at a same level.

The same finding shows that, Yelemat serawit can be equated to equality circles established in kaizen and total quality management for the purpose of ensuring quality. It is the most dynamic platform available and suitable for our condition to identify strategy, to clearly articulate basic short comings in the implementation of the strategy, build capacity of performers, and the key circle of excellence. (Temesegen2010).

Generally public service delivery in public sectors can be improved if the commitment, ownership, and the drive for change are in place and the institutional transformation and new organizational change to be successful, the change army scenario has to be reflected in the behaviors and attitudes of all concerned bodies. Public sector leaders better to lead the way based on strategic level knowledge no need of political interventions to lead manage and to evaluate sectors as well as employees better to evaluate in their performance have an input for the better efficiency in general.

Table 4.9 Change army management practices

	Change army	N	Mean	Std. D
1	I understand the concepts and purpose of reform army well in my organization	164	3.24	1.152
2	Employees consider change army reforms as politically motivated rather than as a means of improving organizational service delivery systems.	164	2.91	1.018
3	Most of the employees concentrate on minor issues, giving less attention to the big picture of the reform agenda in case of their meeting rather than promoting creativity	164	2.80	1.131
4	There is a periodical discussion with the different stakeholders, customers and employees focusing on service delivery reform	164	2.99	1.148
5	The change army is professionalized but open to new ideas	164	2.90	1.100
6	Leaders have good techniques of handling the team	164	2.96	1.093
	TOTAL	164	2.96	1.162

Source: Researcher, 2021

4.3.3. The Citizens Charter

However, the Ethiopian Civil Service has developed the twelve Ethical principles in service provision. A decade has passed echoing and posting these principles. But, they have not standards to measure- the degree of transparency or honesty as shown the following table; so employees were asked to respond that, whether they understand the concepts and purpose of team charter well in their organization, citizen charter is implemented in the organization by the representatives of the citizens, fully aware of the Citizen Charter which was signed in the organization, public accounts are verifiable, provided for public participation in government policy making and implementation, and allowing contestation over choices impacting on the lives of citizens and finally there is an accountability about the failure to do the planned in public organizations were valued a score value of occasionally practiced as, (M= 2.64 and SD= 1.152), (M= 2.81 and SD= 1.018) and (M= 2.89 and SD= 1.148), (M= 2.60 and SD= 1.113) respectively. Thus the charter approach to public service delivery may not come with different principles rather repeating on the already existing-transparency, accountability, and impartiality

Table 4.10 The Citizens Charter

	The Citizens Charter	N	Mean	Std. D
1	I understand the concepts and purpose of team charter well in my organization	164	2.64	1.152
2	Citizen charter is implemented in the organization by the representatives of the citizens	164	2.81	1.018
3	Everybody is fully aware of the Citizen Charter which was signed in the organization	164	2.70	1.131
4	Public accounts are verifiable, provided for public participation in government policy making and implementation, and allowing contestation over choices impacting on the lives of citizens	164	2.89	1.148
5	There is an accountability about the failure to do the planned	164	2.60	1.100
	TOTAL	164	2.72	1.13

Source: Researcher, 2021

4.3.4. Kaizen: Service improvement

As shown from the following table, an overall mean and standard deviation of (M=2.94, SD= 1.294) was recorded indicating that Kaizen Service improvement was occasionally practiced. As revealed from the table, Kaizen improved, process cycle time & through put time, on time delivery, visual management and floor space usage was occasionally practiced with a mean value of (M= 2.96, SD= 1.152) followed by there is lack of coordination, communication and integration within departments of Kaizen implementation scored a mean value of occasionally practiced as; (M= 2.99, SD= 1.127).

Overall, Kaizen technique increased knowledge and skills of employees attitude on continuous improvement scored (M= 2.95, SD= 1.148), Fighting to change and solving the root cause problem are challenges for Kaizen implementation (M=2.83, SD= 1.109) and Kaizen has been creating organizational attitudes and values for change a highest mean value of (M= 3.04 and, SD= 1.11) were occasionally practiced respectively. Thus the finding shows that these objectives like the other variables were weak in average the score shows under a mean value of three.

Therefore service improvement usually accomplished without sophisticated techniques and entailing relatively little or no expense. Therefore successful kaizen management support and involvement, commitment from management, associates and employees, team dynamics, which include problem-solving, good presentation and communication skills, and the ability to resolve differences, kaizen depends largely on a culture that encourages suggestions from workers and employees to continually develop business or production processes because of these government or public sectors were better to work jointly with other stakeholders in general.

Table 4.9: Kaizen: Service improvement

	Kaizen: Service improvement	N	Mean	SD
1	Kaizen improved, process cycle time & through put time, on time delivery, visual management and floor space usage.	164	2.96	1.152
2	Do you believe there is lack of coordination, communication and integration within departments of Kaizen implementation	164	2.99	1.018
3	Overall, Kaizen technique increased knowledge and skills of employees attitude on continuous improvement	164	2.97	1.131
4	Kaizen implementation brought quality products and services in terms of efficiency, effectiveness and transparency	164	2.95	1.148
5	The kaizen technique increased employees/ team members interest (voluntarily) in the work area and perform better work	164	2.84	1.100
6	Fighting to change and solving the root cause problem are challenges for Kaizen implementation	164	2.83	1.093
7	Kaizen has been creating organizational attitudes and values for change	164	3.04	1.115
	Total	164	2.94	1.292

Source: Researcher, 2021

4.4. Public Service Quality

The relation between service quality and customer satisfaction expressed in terms of customer expectation and service being provided that leads to direct relationship either positive or negative relationship. As many scholars suggesting that the key strategy for the success and survival of any institution is the deliverance of quality services to customers. The quality of services provided will govern customer satisfaction and attitudinal faithfulness of the customer for the organization. So the public service organization can measure their service quality in light of the following factors by getting feedback from different customers. Feedback can be obtained from customers through dealing with individual customers depending on the type of service the authority delivers.

Therefore as the following table shows, Service Standards were evaluated as a mean score value of occasionally practiced ($M=2.94$ AND $SD=1.03$) therefore this shows that minimum service standards were not known by all workers and practically not implemented by all staff as the expected level and service gaps were not evaluated and keeps for further development

So standards of customer service are to be improved to the next best levels comparable with best practice and people are to be more readily involved in decision making, service design and service reviews. Responsiveness refers to the ability of public organizations to satisfy the demands of the citizens as per their preference. On the other hand, responsiveness can work as a main toll of interlinking the demand and supply side strategies proposed by making however it was evaluated a score mean value of occasionally practiced ($M=2.98$ and $SD=1.05$) in public organizations and here employees and managers were no ready compared to the expected standards to respond to any service including par time expected to the organization. On the other way they work under the expected performance.

Fairness is central to customer's perception of satisfaction with the services forwarded by the public organizations. The complaint handling system process must be fair. This means complainants must be given the option to identify the individual(s) they are complaining about; both parties of a complaint are entitled to be listened to and to have their views taken into account; the person being complained about must know all the claims that are made against them and have the opportunity to put respond and their case forward and employees themselves were evaluated this variable as of occasionally practiced ($M=3.10$ and $SD=1.078$) in public organizations therefore from the employees side selection for on the

job/off the job training programs is somehow done in a fair and transparent manner in the organization. All information relevant to the case must be taken into account; and the decision made must be fair and unbiased.

Transparency can be defined as public’s unbound access to up-to-date and trustworthy information about the public sector institution’s performances and decisions. On the other way transparency in any service delivery is about free flow of information between service provider and service users. Therefore this variable was evaluated a score value of occasionally practiced (M= 2.90 and SD=1.01) in public sectors.

Not that the human resource recruitment and selection, promotion, demotion, exit and firing policy of the organization, improvements in the way the organization serves the customers, customers satisfaction and service is free from any corruption were lacks commitment and consistency so these weaknesses were contributing to the occasional practices of transparency.

Excellent service can also be energizing because it requires the building of an organizational culture in which people are challenged to perform to their potential and are recognized and rewarded when they do. Therefore public sectors know that to increase service quality and performance and to become transparent to everybody or to customers, readiness and availability of working environment also improved.

Table 4.11 Public Service Quality measures

		N	Mean	S D
	Service Standards		2.945	
1	Minimum service standards were known by all workers and practically implemented by all staff	164	2.93	1.068
2	Service gaps were evaluated and keeps for further development	164	2,96	1.008
	Responsiveness		2.98	
3	Employees and managers were ready to respond to any service including par time expected to the organization	164	2.98	1.105
	Fairness		3.10	

4	Selection for on the job/off the job training programs is done in a fair and transparent manner in the organization	164	3.10	1.078
	Transparency		2.90	
5	The human resource recruitment and selection, promotion, demotion, exit and firing policy of the organization is fair and transparent	164	3.00	0,908
6	There is a significant improvements in the way the organization serves the customers	164	2.87	1.070
7	In general customers are satisfied with the services you give in the organization	164	2.89	1.040
8	Their service is free from any corruption	164	2.87	1.062
	TOTAL			

Source: SPSS Output, 2021

4.5. Inferential Analysis

Inferential statistics was used to make interpretations and forecasts concerning the population of this investigation. Pearson correlation and regression model were used to show relationship on the variables under exploration.

4.5.1. Correlation Analysis

The sign of the correlation coefficient determines whether the correlation is positive or negative. The magnitude of the correlation coefficient determines the strength of the correlation. The strength of correlation can be described using the guide that Evans (1996) suggests for the absolute value of r as cited in (Beldjazia and Alatou, 2016).

If “ $r = 0.00-0.19$ -very weak, $r = 0.20-0.39$ -weak, $r = 0.40-0.59$ -moderate, $r = 0.60-0.79$ -strong and $r = 0.80-1.0$ -very strong”. Pearson correlation coefficients were determined with the objective to obtain information about the relationships between the dependent and independent variables as presented in table 4.12

Table 4.12 Correlation result

Public Service Quality		PSQ	BPR	BSC	CA	CC	Kaizon
PSQ	Pearson Correlation	1					
	Sig. (2-tailed)	.000					
BPR	Pearson Correlation	0.741**	1				
	Sig. (2-tailed)	.000					
BSC	Pearson Correlation	0.713**	0.700**	1			
	Sig. (2-tailed)	.000	.000	.000			
CA	Pearson Correlation	0.691**	0.603**	0.708**	1		
	Sig. (2-tailed)	.000	.000	.000			
CC	Pearson Correlation	0.668**	0.557**	0.581**	0.601**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
Kaizon	Pearson Cor	0.745	0.662	0.661**	0.620**	0.675**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	

Source: SPSS Output, 2021

The results indicated that there is a positive and significant correlation between BPR practice in public organization and Public Service Quality performance ($r=0.741$, $p<0.01$). According to Evans (1996) magnitude of correlation, the relationship between the two variables is strong. In addition, the result indicated that BSC practice in public organization is positively and significantly correlated with public service quality performance ($r=0.713$, $p<0.01$). Consequently, the relationships between the two variables were strong.

The results also showed that change army management practice is positively and significantly correlated with public service quality performance ($r=0.691$, $p<0.01$) which indicates strong relationship between the two variables. Further, the result indicated that citizens charter management practice in public organization has strong relationship with public service quality performance which is positive and significant at ($r=0.668$, $p<0.01$).

From the results, the correlation between Kaizon practice in public organization and Public service quality performance is positive and significant ($r=0.745$, $p<0.01$) which is strong relationship between the two variables according to the correlation magnitude of Evans (1996).

Generally, the correlation analysis showed that there is a positive and statistically significant relationship between reform initiative management practices and public service quality of public organization.

4.5.2. Regression Analysis

A multiple regression analysis was carried out to determine the influence of independent variables on the dependent variable. Multiple regressions also used to determine the overall fit (variance explained) of the model and the relative contribution of each of the predictors to the total variance explained.

According to Ballance (2004), the correct use of the multiple regression models requires that several critical assumptions be satisfied in order to apply the model and establish validity. Inferences and generalizations about the theory are only valid if the assumptions in an analysis have been tested and fulfilled.

4.5.3. Model Summary

As indicated in the below model summary table (table 4.14), The "R" column represents the value of R, the multiple correlation coefficient. R value of 0.851 indicates very strong correlation between public Service quality performance and the five independent variables which shows a good level of prediction. The "R Square" column represents the R^2 value (also called the coefficient of determination), which is the proportion of variance in the dependent variable that can be explained by the independent variables. As shown from the table, R^2 value of .913 indicates that 91.3% of the variation in the Service quality performance of public sectors can be explained by the reform initiative management practices.

Table 4.13 Model Summary

Model Summary				
Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	0.851 ^a	0.725	0.714	0.50151
a. Predictors (Constant), BPR: BSC, CA, CC, and Kaizon practice.				

Source: SPSS Output, 2021

4.5.4. ANOVA Model

The F-ratio in the below ANOVA table (table 4.14) tests whether the overall regression model is a good fit for the data. The table shows that the independent variables statistically significantly predict the dependent variable, $F = 68.6$, $p < .005$ (i.e., the regression model is a good fit of the data).

Table 4.14 ANOVA model fit

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.860	6	17.310	68.6	.000 ^b
	Residual	39.488	157	0.252		
	Total	143.347	163			
a. Dependent Variable: PSQ						
Predictors (Constant), BPR: BSC, CA, CC, and Kaizon practice.						

Source: SPSS Output, 2021

4.5.5. Coefficients of Regression Analysis

The standardized coefficients are useful to know which of the different independent variables is more important. They are used in comparison of impact of any independent variable on the dependent variable. As indicated in regression coefficients table (table 4.15), business process reengineering had the highest standardized coefficient (.268) followed by kaizon (.240). This revealed that business process reengineering practices had higher relative effect on public service quality performance, change army, citizen's charter and balanced scorecard practices ranked from three to five respectively in their relative importance on public service quality performance. As it can be seen from the regression coefficient table, the predictor variables of all independent variables practices are statistically significant in predicting public service quality performance because all their p-values are less than alpha level of 0.05.

Table 4.15: Regression coefficients

Coefficients a						
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-0.862	0.184		-4.683	0.000
	BPR	0.318	0.078	0.268	4.077	0.000
	BSC	0.138	0.077	0.124	1.779	0.077
	CA	0.174	0.074	0.154	2.365	0.019
	CC	0.158	0.076	0.130	2.083	0.039
	KAIZON	0.287	0.081	0.240	3.550	0.001
Predictors (Constant), BPR: BSC, CA, CC, and Kaizon practice.						
Dependent Variable: PSQ						

Source: SPSS Output, 2021

Unstandardized coefficient denotes the change in the dependent variable with a unit change in the independent variable. But they are not comparable in terms of impact on the dependent variable. As stated in chapter three, the study used the following multiple regression model to establish the statistical significance of the independent variables on the dependent variable.

The study used the following multiple regression model to establish the statistical significance of the independent variables on the dependent variable.

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + e$$

Where; Y = Public Service Quality

X1 = Business process reengineering

X2 = Balanced scorecard

X3 = Change army

X4 = the Citizens Charter

X5 = Kaizen: Service improvement

In the model, β_0 = Constant, β_1 to β_5 = Regression coefficients represent the mean change in the dependent variable for one unit of change in the independent variable while holding other independent variables in the model constant and e = Error term which captures the unexplained variation in the model.

$Y = -.862 + .318x_1 + .138x_2 + .174x_3 + .158x_4 + .287x_5 + e$ the constant value ($\beta_0 = -.862$) shows that organizational performance of public sectors would be -.862 if other variables of

the model were zero. Similarly, a beta coefficient of .318 indicates that a unit change in BPR practice leads to a change in the public service quality of public sectors by .318. In addition, the error term (e) estimate was assumed to be zero. Regression coefficient results shows that four out of the five variables are statistically significant in predicting the public service quality in public sectors. All variables were statistically significant variables evidenced by their p-values ($p < 0.05$). This indicates that an increase in these variables results in an increase in the public service quality.

4.6. Qualitative analysis

Management members of the organizations were interviewed by the researcher and the overall result was discussed as follows; the first question was about factors limiting the effectiveness of pre service and in service in public service sectors and respondents were agreed on that, there are various factors that affect public service delivery programs. These include political, legal, economic, technological, human, social and cultural factors, among others. According to them, the domestic environment, political agenda and landscape, administrative paradigm and tradition, and national culture all have their impact towards the service provided to the community, so they agreed on that it is better to restructure the overall public sectors based on the current globalized system.

Here respondents were agreed to that, the reform initiatives impacted on service quality when the public servants missed the given standard and carelessness of one's own obligation missed from the leaders as well as the employees occurred in the public organization.

As it is known that after adopting a civil service delivery policy, the government has been employing different reform tools such as BPR, BSC and Reform Army both at federal and regional levels. However, many people questioned whether the tools are successfully addressing the intended objectives or not because the awareness of service users about the service provided by the civil servant were increasing throughout the time.

Therefore they were asking about problems related to accountability, internal, managerial and operational development programs and change leaders and also consider outside influencers, as well as internal drivers as a key element.

Generally, the researcher believed on that any public organizations can provide an efficient and effective public service with the intention to ensure its existence and trust of its citizens.

Delivering a high quality service is a means in favor of a continuous competitive benefit. We live in a competitive world that needs a continuous improvement with the aim of providing an effective public service delivery to improve customer satisfaction, for the reason that customer satisfaction has a positive impact in an institution's profitability and it builds trust so using public service reforms were mandatory for civil servants for the betterment of customers as well as the employees.

CHAPTER FIVE

5. SUMMARY CONCLUSION AND RECOMMENDATION

5.1. Summary of Findings

The study sought to establish the effect of reform initiatives on public service quality: the case of selected public service sectors in jimma town. The five objectives of the study were to assess the Business process reengineering, Balanced scorecard , Change army, The Citizens Charter and Kaizen: Service improvement were discussed . This chapter provides the conclusions and recommendations of the study as well as limitations and suggestions for future research. A total number of 169 questionnaires were distributed to head of the public sectors, vices, officers and ICT specialists of the public sectors. Out of the 169 questionnaires, 164 were returned to the researcher which represents a response rate of 97%.

Therefor the first objective of the study was to assess the Business process reengineering management practices and impacts towards the other public sector reform. Based on this respondents were asked to indicate that customers of the organizations have awareness about the current service delivery improvement were valued a mean score value of occasionally practiced with relatively highest mean (M= 3.10 and SD= 1.092) followed by Customers of the organization have a better treatment in case of service delivery at any time was valued a mean score of occasionally practiced (M= 2.98 and SD= 1.068). Next Customers Queuing time was decreasing throughout the time as the organizations context was scored a mean value of occasionally practiced (M= 2.95 and SD= 1.98)

Service Standards were evaluated as a mean score value of occasionally practiced (M=2.94 AND SD=1.03) therefore this shows that minimum service standards were not known by all workers and practically not implemented by all staff as the expected level and service gaps were not evaluated and keeps for further development. So standards of customer service are to be improved to the next best levels comparable with best practice and people are to be more readily involved in decision making, service design and service reviews

Responsiveness refers to the ability of public organizations to satisfy the demands of the citizens as per their preference. On the other hand, responsiveness can work as a main toll of

interlinking the demand and supply side strategies proposed by making however it was evaluated a score mean value of occasionally practiced ($M=2.98$ and $SD=1.05$) in public organizations and here employees and managers were no ready compared to the expected standards to respond to any service including par time expected to the organization.

Employees themselves were evaluated this variable as of occasionally practiced ($M=3.10$ and $SD=1.078$) in public organizations therefore from the employees side selection for on the job/off the job training programs is somehow done in a fair and transparent manner in the organization. All information relevant to the case must be taken into account; and the decision made must be fair and unbiased

Employees were asked whether they exaggerated minor achievements and placed more emphasis on minor achievements were valued a mean score of occasionally practiced ($M=3.09$, and $SD=1.226$) next to this guidance and counseling services are provided for poor performances in the organizations also evaluated as a score of occasionally practiced ($M=3.21$, and $SD=1.396$) and the organization was evaluated the service given to the customers continuously with employees were scores a mean value of occasionally practiced ($M=2.82$ and $SD=1.089$) respectively.

the average mean score value of occasionally practiced were become a culture to this reform also ($M=2.96$ and $SD=1.093$) therefore the result obtained from this finding shows that most employees were not fully have knowhow about the strategic advantage of reform army and they responded by mixing with other reforms in general. So the public service delivery trend of the public service institutions can be regarded currently as inefficient. More specifically, it is characterized as time consuming, costly, incompetent, non-responsive and non-dynamic

As revealed from the table, Kaizen improved, process cycle time & through put time, on time delivery, visual management and floor space usage was occasionally practiced with a mean value of ($M=2.96$, $SD=1.152$) followed by there is lack of coordination, communication and integration within departments of Kaizen implementation scored a mean value of occasionally practiced as; ($M=2.99$, $SD=1.127$).

Regression coefficients represent the mean change in the dependent variable for one unit of change in the independent variable while holding other independent variables in the model constant and e = Error term which captures the unexplained variation in the model.

$Y = -.862 + .318x_1 + .138x_2 + .174x_3 + .158x_4 + .287x_5 + e$ the constant value ($\beta_0 = -.862$) shows that organizational performance of public sectors would be $-.862$ if other variables of

the model were zero. Similarly, a beta coefficient of .318 indicates that a unit change in BPR practice leads to a change in the public service quality of public sectors by .318. In addition, the error term (e) estimate was assumed to be zero. Regression coefficient results shows that four out of the five variables are statistically significant in predicting the public service quality in public sectors. All variables were statistically significant variables evidenced by their p-values ($p < 0.05$). This indicates that an increase in these variables results in an increase in the public service quality.

5.2. Conclusions

This study was focused to the effect of reform initiatives on public service quality: the case of selected public service sectors in Jimma town. The increasing competition in the service sectors raises the need for transformation of the way they serve their clients. Among the modern management tools used by many public sectors to transform their organization is Business process reengineering, Balanced scorecard, Change army, The Citizens Charter and Kaizen: Service improvement were discussed. The intention of this study was to analyze the public service quality. Based on the data from the analysis, it is possible to generalize the following points:

Related to BPR, the finding shows that this result is very poor as the age of BPR shows. It was also indicated by the open ended questions that the customers' complaint handling culture was still backward and very poor practically because of these the researcher concludes that having a knowhow about this reform is contributing a better way to the employee and for the organization because the main target of employees as well as the organization was serving the community on the better satisfaction so the concerned bodies or public service sectors better to manage the old BPR as a new direction based on the current technological improvement and by centering the needs and wants of the current customers in general.

Related to BSC, the result shows that the same is true with BPR implementation in public organizations, BSC also have poor performance in the effective and efficient implementation of public service towards the community as well as own performance of employees themselves. Therefore the researcher raises that, effective implementation of BSC in the organization tries to link performance management programs with its strategic goals and tactical objectives that scale up the concept of the balanced scorecard. As the open ended responses from the key informants shows that in the past years this system was evaluated by

the direction of full subjectivity and even it was evaluated by those persons or officials who doesn't have knowhow about the system and on the other way political interference were hardly affected the continuous assessment of BSC in general.

Related to change army of public sectors, the average mean score value of occasionally practiced were become a culture to this reform also ($M= 2.96$ and $SD= 1.093$) therefore the result obtained from this finding shows that most employees were not fully have knowhow about the strategic advantage of reform army and they responded by mixing with other reforms in general. So the public service delivery trend of the public service institutions can be regarded currently as inefficient. More specifically, it is characterized as time consuming, costly, incompetent, non-responsive and non-dynamic. However reform army has a good way to overcome challenges of fragmented activities of public sectors and also helps to bring individuals together from multiple work areas at a same level.

Generally public service delivery in public sectors can be improved if the commitment, ownership, and the drive for change are in place and the institutional transformation and new organizational change to be successful, the change army scenario has to be reflected in the behaviors and attitudes of all concerned bodies. Public sector leaders better to lead the way based on strategic level knowledge no need of political interventions to lead manage and to evaluate sectors as well as employees better to evaluate in their performance have an input for the better efficiency in general.

Therefore service improvement usually accomplished without sophisticated techniques and entailing relatively little or no expense. Therefore successful kaizen management support and involvement, commitment from management, associates and employees, team dynamics, which include problem-solving, good presentation and communication skills, and the ability to resolve differences, kaizen depends largely on a culture that encourages suggestions from workers and employees to continually develop business or production processes because of these government or public sectors were better to work jointly with other stakeholders in general.

Generally practicing the above reforms on the right truck has its own advantage to the public sectors and the concerned bodies expected to work to overcome the problem.

5.3. Recommendation

To this end, the author likes to recommend that, the Related to BPR, the finding shows that this result is very poor as the age of BPR shows therefore the concerned bodies or public service sectors better to manage the old BPR as a new direction based on the current technological improvement and by centering the needs and wants of the current customers in general.

Currently BSC also have poor performance in the effective and efficient implementation of public service towards the community as well as own performance of employees themselves. Therefore the researcher raises that, effective implementation of BSC in the organization tries to link performance management programs with its strategic goals and tactical objectives that scale up the concept of the balanced scorecard and on the other way political interference were hardly affected the continuous assessment of BSC in general therefore the public sectors /the government jointly work to the concerned bodies towards overcoming these problems.

In case of change army of public sectors, the public service delivery trend of the public service institutions can be regarded currently as inefficient. More specifically, it is characterized as time consuming, costly, incompetent, non-responsive and non-dynamic. However reform army has assumed to overcome challenges of fragmented activities of public sectors but still it is not free from compliant because of this the public sectors better to work and integrate services to related sectors.

Generally public service delivery in public sectors can be improved if the commitment, ownership, and the drive for change are in place and the institutional transformation and new organizational change to be successful, the change army scenario has to be reflected in the behaviors and attitudes of all concerned bodies.

Public sector leaders better to lead the way based on strategic level knowledge no need of political interventions to lead manage and to evaluate sectors as well as employees better to evaluate in their performance have an input for the better efficiency in general

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APPENDIX – A
JIMMA UNIVERSITY
DEPARTMENT OF MANAGEMENT
MASTERS IN PUBLIC MANAGEMENT
RESEARCH QUESTIONNAIRES

Dear Madam/Sir

This questionnaire is prepared as an instrument to conduct an academic research for the fulfillment of Masters in public management at Jimma University. The main objective of the research is to the effect of reform initiatives on public service quality: the case of selected public service sectors in Jimma town. Therefore the information you will provide is very important for the success of my research. Moreover, the information you give will be used for only the academic research purposes. Therefore, I kindly request you to spend some minutes of your time in filling the questionnaire. Thank you for your kind cooperation in filling the questionnaire.

When completing this questionnaire

- Please try to answer all the questions
- please work through the questionnaire by ticking the most appropriate response
- Please remember that there is no right or wrong answers as what is needed is to know your personal experience
- Please be assured that your answers will be held in strict confidentiality. I thank you in advance for your support and cooperation

SECTION A: GENERAL INFORMATION (DEMOGRAPHIC DATA)

Fill in the blanks provided by a means of a cross (√) by indicating your correct choice.

1. Gender:

- a) Male
- b) Female

2. Age

- a) Less than 2
- b) 25- 30
- c) 31- 35
- d) 36 - 40

e) Above 41

3. Level of education

a) Diploma

b) Bachelor Degree

c) Master

d) PhD

e) Other state here _____

4. Marital Status

a) Single

b) Married

c) Divorce

d) Widowed

5. Year of service you have work in public sector?

a) 1 – 4 years

b) 5 – 9 years

c) 10 – 20 years

d) Above 20 years

6. Current Position

a) Head

b) Vice

c) Process owner

d) Officer

e) IT related professional

SECTION B: REFORM RELATED QUESTIONS

Indicate with a \checkmark in the appropriate answer box, according to the following code definitions:

Please rate your response as follows:

1= Strongly Disagree (SD) 2= Disagree (D) 3= Uncertain 4= Agree (A) 5= Strongly

Agree (SA)

No	Public service reform initiatives	1	2	3	4	5
	Business process reengineering					
1	Customers of the organizations have awareness about the current Service Delivery Improvement					

2	Customers have a better treatment in case of service delivery					
3	Customers Queuing time was decreasing throughout the time					
4	Handling customers complaint in the organization was improved					
5	The organization has office arrangements suitable to your work					
6	The organization provides you with the necessary working equipment's and materials					
7	As an employee I understand the concepts and purpose of BPR well in my organization					
8	The service delivery in general at this time changed to a better performance					
9	Because of many improvements, in the organizations it is not difficult to implement BPR principles in my office					
	Balanced scorecard					
10	They exaggerated minor achievements and placed more emphasis on minor achievements. The leaders concentrate on false reports that do not reflect the outcome of reform.					
11	Guidance and counseling services are provided for poor performances in the organizations					
12	The organization was evaluated the service given to the customers continuously with employees					
13	BSC service standards were fully implemented to each department as well as employees					
14	You are linking each daily ,weekly and monthly activities with the long term strategy of your organization					
15	You have been promoted based on the results of your continuous job oriented performance evaluation					
16	The distribution of equipment's and materials is done based on the requirements of the work					
17	Because of many improvements, in the organizations it is not difficult to measure performance through BSC in my office					
	Change army					

18	I understand the concepts and purpose of reform army well in my organization					
19	Employees consider change army reforms as politically motivated rather than as a means of improving organizational service delivery systems.					
20	Most of the employees concentrate on minor issues, giving less attention to the big picture of the reform agenda in case of their meeting rather than promoting creativity					
21	There is a periodical discussion with the different stakeholders, customers and employees focusing on service delivery reform					
22	The change army is professionalized but open to new ideas					
23	Leaders have good techniques of handling the team					
24	Army leader has a good skill of listening to teams					
	The Citizens Charter					
25	I understand the concepts and purpose of team charter well in my organization					
26	Citizen charter is implemented in the organization by the representatives of the citizens					
27	Everybody is fully aware of the Citizen Charter which was signed in the organization					
28	Public accounts are verifiable, provided for public participation in government policy making and implementation, and allowing contestation over choices impacting on the lives of citizens					
29	There is an accountability about the failure to do the planned					
	Kaizen: Service improvement					
30	Kaizen improved, process cycle time & through put time, on time delivery, visual management and floor space usage.					
31	Do you believe there is lack of coordination, communication and integration within departments of Kaizen implementation					
32	Overall, Kaizen technique increased knowledge and skills of employees attitude on continuous improvement					

33	Kaizen implementation brought quality products and services in terms of efficiency, effectiveness and transparency					
34	The kaizen technique increased employees/ team members interest (voluntarily) in the work area and perform better work					
35	Fighting to change and solving the root cause problem are challenges for Kaizen implementation					
36	Kaizen has been creating organizational attitudes and values for change					
37	Kaizen provides opportunity to participation in decision making					
	Public Service Quality					
	Service Standards					
38	Minimum service standards were known by all workers and practically implemented by all staff					
39	Service gaps were evaluated and keeps for further development					
	Responsiveness					
40	Employees and managers were ready to respond to any service including par time expected to the organization					
	Fairness					
41	Selection for on the job/off the job training programs is done in a fair and transparent manner in the organization					
	Transparency					
42	The human resource recruitment and selection, promotion, demotion, exit and firing policy of the organization is fair and transparent					
43	There is a significant improvements in the way the organization serves the customers					
44	In general customers are satisfied with the services you give in the organization					
45	Their service is free from any corruption					

Open ended questioners for staffs and heads

1. What barriers are there, if any to implementing the reform in your organization?

2. Any other comment about organizational reform?

3. What are the main factors limiting the quality of service provided to customers?

4. How can you overcome problems related to service quality?

APPENDIX – B
JIMMA UNIVERSITY
DEPARTMENT OF MANAGEMENT
MASTERS IN PUBLIC MANAGEMENT
Interview Guidelines

Interview Questions for management members of the organizations

1. What have been the main factors limiting the effectiveness of pre service and in service in your organizations?
2. In what ways have the reform initiatives impacted on service quality?
3. Is quality of employees impacted reform initiatives?
4. How do you evaluate the awareness of service users on using complaint and grievance handling mechanisms of your organizations?
5. How to handle customer complain regarding to service delivery?