



## **BUSINESS PROCESS REENGINEERING PERFORMANCE IN UGANDA'S FINANCIAL INSTITUTIONS**

### **ABSTRACT**

Specifically, organizational decision making, institutional leadership, knowledge management and organizational adaptability were derived from queuing, institutional and complexity theories to explain business process reengineering performance in Uganda's financial institutions. The study pays particular attention on the mediating role of organizational adaptability.

Methodologically, the study was guided by cross sectional survey design, critical realism with a positivistic and interpretivistic paradigms. Epistemologically, sequentially, both quantitative and qualitative methodological approaches were used to offer a rich insight of the phenomena. 75 reengineered financial institutions (with response rate of 67%) were surveyed to test the stated hypothesis, 15 multiple-cases from senior managers and customers attained after saturation. The study adopted structural equation path modelling using Smart PLS software. The study results reveal that knowledge management, institutional leadership and organizational adaptability explain business process reengineering performance. The mediating effect of organizational adaptability on the relationship between institutional leadership and business process reengineering performance was significant.

The results imply that making evidence based policies such as policy gap analysis is critical. Policy makers should institutionalize coaching and mentorship programmes, design of flexible structures and management systems that enable creation and exchanges of knowledge. Need to invest in big data analytics, build collaborative teams that communicate with clear vision, coordinate the change programs and awareness campaigns. Need to develop innovative and adaptive capabilities of managers to foresee trouble & harness opportunities over competitors to enhance work efficiencies and sustain competitive advantage.

