

**ORGANIZATIONAL CULTURE AND EMPLOYEE PERFORMANCE IN
SELECTED DEPARTMENTS OF PUBLIC SERVICE DELIVERY IN
JUBA, SOUTH SUDAN**

A Thesis
Presented to the
College of Higher Degrees and Research
Kampala International University
Kampala, Uganda


In Partial Fulfillment of the Requirements for the Degree
Master of Arts in Human Resource Management

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December, 2013

DECLARATION A

This thesis is my original work and has not been presented for a Degree or any other academic award in any university or institution of learning.

A handwritten signature in blue ink, appearing to read 'K. Mogga', with a stylized flourish underneath.

Kasimiro Mogga Joseph

13 Dec 2013

Date

APPROVAL

"I confirm that the work reported in this thesis was carried out by the candidate under my supervision".

Dr. Ibrahim Juma

Supervisor's Signature

13th DECEMBER, 2013

Date

DEDICATION

To my beloved mother and friends whose support has made this work success.

ACKNOWLEDGEMENT

I would like to thank God, for through Him, all things are possible.

I am immensely grateful for the guidance, direction and patience shown by my supervisor Dr. Ibrahim Yahaya.

I cannot forget my exemplary lecturers at the College of Higher Degrees and Research for their great assistance and excellent academic pieces of advice. I owe a special debt of gratitude to all of them.

I acknowledge the authors whose works have been cited in this study.

I acknowledge with gratitude the contributions and co-operation made by the respondents from the Ministry of Public Service in Juba-South Sudan for their willingness to provide the necessary information when I visited their offices during the research process. Without their cooperation, this study would have been impossible to accomplish.

I acknowledge with gratitude the following people who have made me who I am and have walked with me in one way or another through this journey:

My parents, who instilled in me a culture of reading, learning and being the best that I can be, thank you.

My family who have been there for me and have tolerated and accommodated my unavailability, while I pursued completion of this degree. Your strength and unwavering support inspire me &

My colleagues for affording me the time and space to conduct this research.

ABSTRACT

This study investigated organizational culture and employee performance in selected public service delivery in Juba,-South Sudan. The study was based on the following research objectives: to determine the level of organizational culture in the selected Public Service delivery in Juba; to examine the level of employee performances in the selected public service delivery in juba and to establish the relationship between organizational culture and employees performance.

The study employed descriptive correlational design; data was collected using researcher devised questionnaires. Pearson correlation (r) was used to establish the relationship between organizational culture and employee performance. The finding revealed that in regard gender, majority of the respondents 68% were male. In regard to age, majority of the respondents 57% were within the age category of 20-39 years. In regard to academic level, majority of the respondents 46% were diploma holders. In regard to working experience, majority of the respondents 66% had worked within this industry for more than 10 years. The general level of organizational culture revealed an average mean of 2.60 and was interpreted as satisfactory. organizational culture in regards to work environment registered an average mean of 2.84 and was interpreted as satisfactory. Organizational culture in regard to recognition and satisfaction revealed an average mean of 2.16 and was interpreted as fair. Organizational culture in regard to relationship with management scored an average mean of 2.79 and was interpreted as satisfactory as well. Generally the level of employee performance had a general average mean of 2.39 and was interpreted as fair. The finding revealed that employee performance in regard to remunerations and benefits revealed an average mean of 2.46 and was interpreted as fair. Employee performance in regard to personnel evaluation revealed an average mean of 2.22. employee performance in regard to employee development, revealed an average mean of 2.50 was established and was interpreted as fair. The results suggest that the level of organization culture is not correlated with the level of employee performance ($r = 0.116$, $\text{Sig} = 0.694$). The study concluded that there is lack of employee recognition for the efforts of employees within the institution. It was recommended that the institution must develop employee recognition and reward system that includes celebrations.

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LIST OF ACRONYMS

CES	-	Central Equatorial State
CPA	-	Comprehensive Peace Agreement
GOSS	-	Government of South Sudan
GSSGS	-	Government of South Sudan Growth Strategy
MTCDS	-	Medium Term Capacity Development Strategy
OCQ	-	Organizational Culture Questionnaire
SSDP	-	South Sudan Development Plan

CHAPTER ONE

THE PROBLEM AND ITS SCOPE CHAPTER ONE

Introduction

The chapter provides a background that contextualizes the research problem. It stated the research problems, the historical, theoretical, conceptual and contextual backgrounds of the study, objectives, hypothesis, research questions, scope and the significance of the study. The chapter also gives stipulate definitions of the terms and provides the sequences in which the study is organized.

PROBLEM AND ITS SCOPE

Background of the Study

Organizational culture can be seen as the "social glue that helps hold the organization together by providing appropriate standards for what employees should say and do" (Robbins, 19967). An organization's culture differentiates it from other organizations and may explain why employees are attracted to it and are less likely to leave (O'Reilly, Chatman and Caldwell, 1991; Smith, 2003). According to Sathe (1983) organizational culture provides "guiding principles" that can have an impact on employee behavior in terms of communication, cooperation, decision making and implementation. Organizational culture plays a significant role in any organization whether working in a public or private sector. Organizational culture is a well recognized measure which helps in understanding the organization's professed suitability for the employee's incentive, encouragement, and contentment with their job. It is anticipated that a content, happy, enthused, stimulated and motivated employees would be

more productive, creative, faithful and devoted to the employer organization.

According to Neely, Gregory and Platts (1995) performance consists of both effectiveness and an efficiency component. Performance measurement for an organization provides a means to assess how it is progressing in attaining its predetermined objectives as well as to identify strengths and weaknesses in order to initiate action that would constantly improve performance (Amaratunga and Baldry, 2002). Nevertheless, organizations are well aware of the fact that a strong, vigorous, accommodating, helpful and career-oriented work environment should be provided to the employees so that valuable and competent work force can be accomplished, managed and maintained (Ahmad, 2012).

Public service provision in South Sudan is very poor or non-existent in most parts of the country. Moreover, the majority of civil servants have not received any formal training for years because of the prolonged civil conflict. Despite these constraints South Sudan reached several milestones in its pursuit of economic growth and development in following the signing of the Comprehensive Peace Agreement (CPA). These include: the development of the Government of South Sudan Growth Strategy (2010-12); the aid coordination strategy; the 2011-12 South Sudan Development Plan (SSDP) and the Medium Term Capacity Development Strategy (MTCDS). South Sudan has also developed seven critical core functions of government: executive leadership; fiduciary management; rule of law; public administration; natural resources (petroleum issues); natural resources (food security) and basic services. In terms of the relationship between organizational culture and employee performance, a

number of authors have focused on the relationship between the financial performance and organizational culture of organizations (Denison, 1984; Kotter and Heskett, 1992; Rashid *et al.*, 2003; Sørensen, 2002). Although research exists utilizing performance variables such as stock losses and staff turnover (Schlechter, Tromp and Vos, 2000), no previous research was found in which the relationship between organizational culture and employee performance was assessed in South Sudan's Public Service Ministry.

Statement of the Problem

Public service provision in South Sudan is very poor or non-existent in most parts of the country. Moreover, the majority of civil servants have not received any formal training for years because of the prolonged civil conflict. In terms of the relationship between organizational culture and employee performance, a number of authors have focused on the relationship between the financial performance and organizational culture of organizations (Denison, 1984; Kotter and Heskett, 1992; Rashid *et al.*, 2003; Sørensen, 2002). Although research exists utilizing performance variables such as stock losses and staff turnover (Schlechter, Tromp and Vos, 2000), No previous research was found in which the relationship between organizational culture and employee performance was assessed in South Sudan's Public Service Ministry. Consequently, the problem statement of this research is to establish whether a quantitative relationship exists between organizational culture as well as employee

performance in the context of an organization, namely the Public Service Ministry of Central Equatorial State Juba county South Sudan

Purpose of the Study

The study was carried out:

- i) To generate new information based on the finding of the study.
- ii) To validate the Maslow theory by Abraham to which this study is based.
- iii) Further the study bridged the gaps identified from the related literature and related studies.

Research Objective

General objectives

The study investigated the relationship between Organizational culture and employees' performance in selected public services delivery in Juba South Sudan.

Specific objectives

The study was guide by the following objectives:

1. To determine the level of organizational culture in selected public service delivery in Juba.
2. To examine the level of employee performance in selected public service delivery in Juba.
3. To establish if there is a significant relationship between organizational culture and employee performance.

Research Questions

1. What is the profile of respondents as to age, sex, qualification, position, and work experience in the selected public service delivery in Juba?
2. What is the level of organizational culture in the selected Public Service delivery in Juba?
3. What is the level of employee performance in the selected public service delivery in Juba?
4. What is the relationship between organizational culture, and employee performance?

Hypotheses

There is no significant relationship in the level of organizational culture, and employee performance in selected public service delivery.

Scope

Geographical scope

This study was carried out in selected departments of Public Service delivery in Juba South Sudan. This location was chosen because it is where the researcher's home is, and thus reducing on transport and accommodation cost.

Theoretical scope

The study was based on the Abraham Maslow theory of motivation which propounded in 1943. Its states that human beings' need are in hierarchy form ascending from the lowest needs to highest, those stages of needs are psychological needs, safety needs, social needs, self esteem, and self

actualization. Once the first stage is met, the human being shifts to the second stage. The study would use the theory to approve or disapprove in this study.

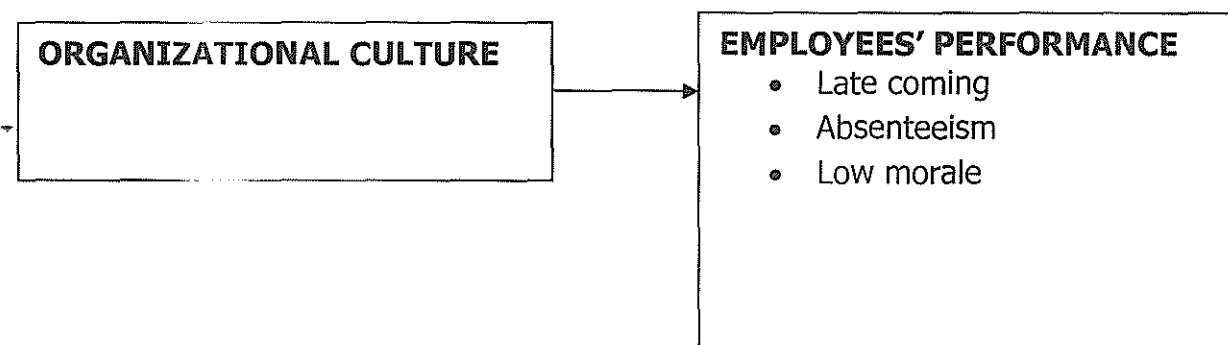
Content scope

The study was investigating organizational culture and employee performance. It specifically concentrated on how organizational culture determines employee performance in selected public service delivery.

Figure 1: Content scope of the study

Independent Variable IV

Dependent Variable DV



Source: Adopted from John P (2009)

Significance of the Study

This study will benefit the following disciplines;

Organizations and employees

This study will expose and open the eyes of top managers and show them the right approach and the style of performance that they are supposed to

employ and exhibit when managing subordinates in order to perform and achieve organizational tasks willingly and enthusiastically.

Policy makers

The study may be use as a reference document and continuing guideline to policy marker especially when coming up or drafting the employees guideline that are suppose to adhered to when influencing and stimulating subordinates in the country.

Government

It may help the government formuting policies that will enhance the ability to organizational culture which are capable of fulfilling the gold of employee performance.

Scholars

The study will contribute to the available knowledge as well as act as a basis for further research on the subject.

Operational Definitions of Key Terms.

The following terms have been defined in the context of this research.

Organizational Culture

Refers to a pattern of shared assumptions, beliefs, and expectations that guide members' interpretations and actions by defining appropriate behavior within an organization.

An employee

Is defined as a person who is hired to provide services to government or company on a regular basis or casual in exchange of compensation and who does not provide this serve as part of an independent business.

Performance

Refers to the degree of achievement of the mission at work place that builds up an employee job .

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Review

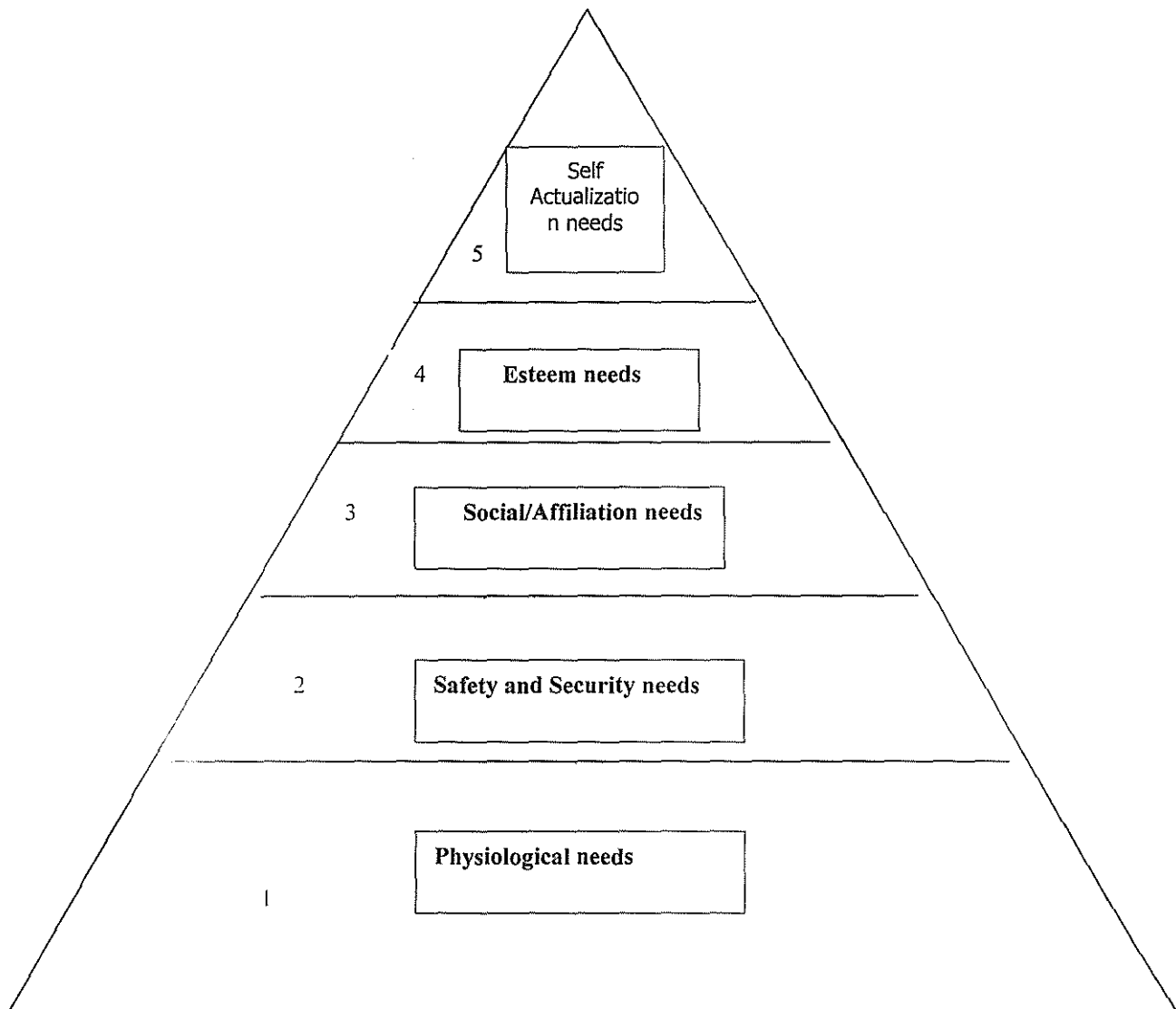
The study was based on Abraham Maslow's hierarchy of needs theory propounded in 1943. It states that human beings' needs are in hierarchy form ascending from the lowest needs to the highest. He came up with five stages of needs that are physiological needs, safety needs, social needs, self esteem, and self actualization needs. He further elaborated that, once the first stage is met the human being shifts to the second needs of satisfaction.

Translated to this study, Maslow claims that when the first need is not met, one may not shift attention to the next need, for example, when employees are not managed to get their basic needs definitely, they would not perform their work very well. I.e. efficiency becomes poor.

In addition to the above, employees need motivation which can enable them to perform well and have interest in their jobs. Therefore, employees also need motivation both financial and non financial especially when they have done well but if this is not, they lose moral and interest, efficiency in their jobs.

The hierarchy of needs theory according to Abraham Maslow is illustrated in Figure

Abraham Maslow's Hierarchy of Needs Theory



Source: Kendall P. (2001)

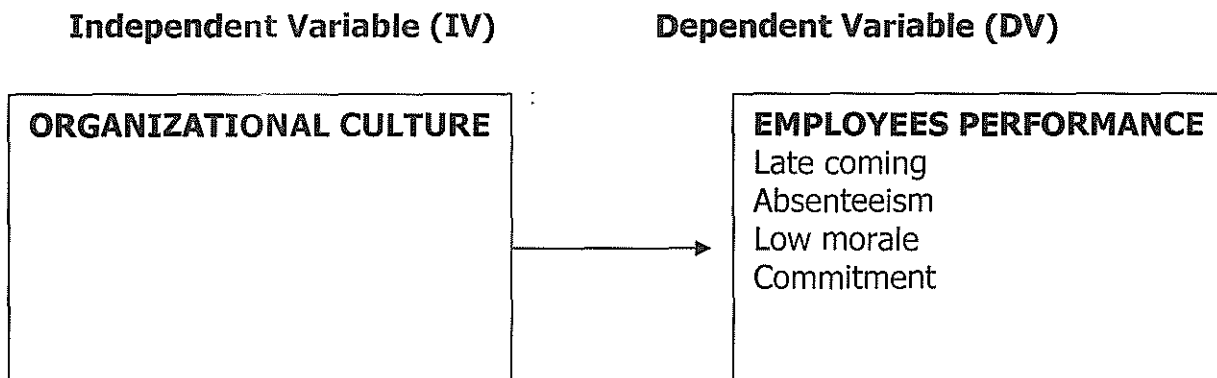
Conceptual Framework

Conceptual framework showed how various variables in the study interact to produce result. According to Maya (2000) Conceptual framework refers to, when researcher conceptualizes the relationship between variable in the study and showed graphically and diagrammatically. The purpose was to help the researcher quickly see the proposed relationship of concept Magenta (1997).

The conceptual framework in this study showed the factor that influence employees' performance. The main variable (IV) which had organizational culture. Another variable was (DV) which determined employees' performance and its factors were absenteeism, low morale and late coming.

The relationship of these variables determined the result of the employees' performance in public service. If the relationship was positive, the result also would be positive but if the relationship was negative the results would be negative. Meaning that if the administration showed good relationship and provide motivation it would be helpful on reducing the problems of employees such as late coming, absenteeism.

Figures 2: Conceptual Framework



SOURCE: Adopted from John P (2009)

Organizational Culture

Corporate culture has been defined in many ways by various authors and researchers. According to Bagraim (2001), there is no single universally accepted definition of the term and this has led to a great deal of conceptual confusion and ambiguity in the literature. At the most fundamental level, organisational culture refers to a set of values that are shared by a group of people that persist over time, even when there is a change in group members. At the more visible level, culture refers to a set of behaviours that are common among members of a group because these behaviours are expected by everyone (Kotter, 1995).

The earliest and most prominent researcher on organisational culture was Schein. Schein (1984) defines organisational culture as the pattern of basic assumptions that a given group has invented, discovered, or developed in learning, and that has worked well enough to be considered

valid and therefore to be taught to new members. It becomes the common language and the common background. Culture therefore arises out of what has been successful for the organisation.

A culture is formed as a result of solutions to problems that the group is facing. Therefore, culture can also be defined as the solution to the problems that a group will face. Schein (1984) identifies two problems that a group can face: The first kind of problem is related to the basic survival of the group. This will include problems relating to their primary task, basic function and the ultimate mission of the group.

The second kind of problem is related to the ability of the group to function as a group. According to Van der Post, de Coning and Smit (1998) culture is, to the organisation, what personality is to the individual. It is a hidden but unifying force that provides meaning and direction that is based on the system of shared meanings, values and beliefs that ultimately shapes employees' behaviour.

Van den Berg defines organisational culture as shared perceptions of organisational work practices within organisational units that may differ from other organisational units (Van den Berg & Wilder, 2004). It appears that organisational culture is unique to a particular unit. It is therefore possible that for purposes of this research each department can have a unique culture. According to Van der Berg (2004) organisational values are expressed in organisational practices that can be derived from the existing practice within the organisation, department or work unit. This view supports Schein's (1984) statement that "there cannot be a culture unless there is a group that owns it. According to Schein (1984) a

given group is a set of people that have been together long enough to have shared significant problems; who had the opportunities to solve these problems and finally who have taken new members.

Approaches to Organizational Culture

Smircich (1983) drew a clear distinction between two approaches in understanding organisational culture. One approach assumes that organisational culture is a root metaphor, while the other approach assumes that organisational culture is a variable.

The first approach adopts a structural-functionalist view (Bagraim, 2001). This approach views culture as something an organisation "has" as opposed to something that the organisation "is" (Smircich, 1983). It emphasises that organisations are producers of culture that maintain social structures. The assumption here is that the organisation "has" a certain collective culture and the particular culture was created to support the existing structure or strategy.

The second approach views organisational culture as another internal variable that will affect performance. The reason is that culture is merely another variable in the set of relationships organisations have with their environment (Maull, Brown & Cliff, 2001). As an internal variable, organisational culture can be managed and designed for organisational success and performance. This research will focus on organisational culture as an internal variable that has special causal importance for organisational performance.

Multiple Levels of Organizational Culture

Organisational culture can be analysed at several different levels, as shown in figure 1. This implies that there are different levels of cultural phenomena in organisations (Schein, 1984 & Bagraim, 2001).

Artefacts: This is the tangible and visible aspects of culture shared by members of organisations that are the manifestations of the culture (Denison, 1990). Examples are office layout, manner of dress, public documents such as charters, employee orientation material (Schein, 1984). This visible level is easily obtainable hence artefacts are at the highest level of cultural awareness. Artefacts are difficult to interpret as it is not easily understandable why offices are laid out in a certain manner and why people dress in a certain way. The underlying logic is derived from the next layer.

Norms: The second layer of cultural awareness is the norms that are guiding members regarding the appropriate behaviour in a particular situation (Cummings & Worley, 2005). This will involve how members define and interpret situations of organisational life and prescribe the bounds of acceptable behaviour (Denison, 1990). These represent the unwritten rules of behaviour.

Values: Culture is created as a result of solutions to problems that the group are facing. Values reflect the members' preferred means of resolving the problems that the group are facing (Denison, 1990). The values are the guiding principles of the group's behaviour, irrespective of

whether they are right or wrong, or whether they include the values that ought to be in the organisation.

Assumptions: At the deepest level of cultural awareness are taken-for-granted assumptions about how organisational problems should be solved (Cummings & Worley, 2005). According to Schein (1984) to really understand a culture and to understand the group's values and behaviours, it is imperative to delve into the underlying assumptions

which are typically unconscious but which actually determine how group members perceive, think and feel. These assumptions are not easily recognisable and difficult to change (Bagraim, 2001). If assumptions at the deepest level of cultural awareness are the most difficult to change, artefacts must be the easiest to change. It appears to be logical as dress codes, office layout and charters are easy to change. The difficulty lies in changing the underlying values and behaviours underlying the artefacts.

The above four levels of culture are arranged in order of abstractness with artefacts as the most apparent manifestation of culture (Denison, 1990). In contrast to Schein's typology of organisational culture, Denison's typology focuses on the concrete actions, conditions, and practices that are rooted in an organisation's value system. Denison (1982) divided culture in the following levels:

The values and beliefs that underlie actions;

The patterns of behaviour that reflect and reinforce those values; and

The set of conditions, created by these patterns of behaviour, within which organisational members must function.

Dimension of Culture

There are various interpretations and opinions from researchers as to the content and specific dimensions of culture. There is also debate as to interpreting organizational culture with predetermined categories. "A simplifying typology is always dangerous because one might not have the right variables in it" (Schein, 1990). However, type and dimensions provide a framework to organize, make sense, and communicate the complexity of organizational culture.

Schein's (1992) research suggests six different dimensions of type: the organization's relationship to its environment, the nature of human activity, the nature of reality and truth, the nature of time, the nature of human nature, the nature of human relationships, and homogeneity versus diversity. Deal and Kennedy (1983) believe the two dimensions that best describe culture are the degree of risk and the speed of feedback. "Cultures select what is needed to make a company successful". Trice and Beyer (1993) make the connection between tribal societies and modern organizations, suggesting there are six different types of cultural rites that focus on either specific individuals or a functioning group.

Some of the more recent work on organizational culture focuses on using the Competing Values Framework for understanding culture type in an effort to initiate change and improve organizational effectiveness (Cameron, 2004; Shepstone & Currie, 2008). The Hierarchy culture emphasizes internal orientation and stability and control. This organization places a high priority on rules, process, procedures, and efficiency.

Decision-making and authority is top-down, and the organization tends to be impersonal. Being fiscally conservative is positively rewarded. McDonald's and Wal-Mart are two examples of core Hierarchy cultures, which makes sense when fast, consistent, smooth-running operations are ingredients of their success.

The Market culture shares stability and control with the Hierarchy culture, but is externally-focused. Maintaining a competitive advantage, profitability, market share, and the bottom-line are all highly-valued outcomes in this culture. The culture's competitive, and people within the organization are highly competitive; individual achievement is rewarded. High-tech companies, like Hewlett Packard and General Electric, have these "results-or-else, take-no-prisoners" type of cultures (Cameron & Quinn, 2006, p. 40).

The Clan culture is internally-focused but is adaptable and gives people discretion to do their jobs. Cross-functional teams are abundant, participation is encouraged, and decision-making is consensus-oriented. These organizations are family-oriented and people-oriented, they focus on developing individuals, and commitment and loyalty are high.

The Adhocracy culture shares adaptability and flexibility in common with the Clan culture but is externally-focused. This word comes from the root word *ad hoc*, meaning dynamic, temporary, and changing (Cameron & Quinn, 2006). These organizations are innovative, often seeking the next product that meets the changing needs of their customers. Risk-taking is encouraged, people tend to wear many hats, and decision-making is

decentralized in order to respond quickly to external demands. Adhocracy cultures often exist with start-up companies and remain as a subculture within larger organizations (Cameron & Quinn, 2006).

It is useful to know an organization's culture type "because organizational success depends on the extent to which the organization's culture matches the demands of the competitive environment" (Cameron & Quinn, 2006). A mismatch between culture and environment may create challenges for an organization's survival. The profile also helps match leadership attributes to a culture type, including what types of leadership and management styles are preferred and will most likely be positively rewarded.

According to Brown and Dodd (1998), "Every organization is a blend of at least some elements of each of the four organizational types" however, "most organizations have a disproportionate representation of one or two of the quadrants". Utilizing instruments to assess organizations with the Competing Values Framework theory helps leaders distinguish between the current-perceived and the desired-future organizational culture of a company or institution. In doing so, leaders can better decide where and how to adjust its operating values and/or leadership tactics to make better effort towards organizational effectiveness.

Dominant and Weak Cultures

Important to know is that the research that led to the development and the validation of the different cultures types focused on organizations as a whole. Martin and Siehl (1983), Louis (1983), Gregory (1983) emphasized that organizational culture is not homogeneous. Most large organizations

have a dominant culture and sets of subcultures. A dominant culture expresses the core values which are shared by the majority of the members of that organization. Hence if we talk about the culture of an organization we are referring to the organizations dominant or strong culture.

It can there for be argued that an organization has to have a dominant culture. Missing a dominant culture and only consisting of subcultures will lessen the value of the overall organizational culture, because there would not be a uniform interpretation of what represents appropriate and inappropriate behavior. In the case of a missing dominant culture we can not speak of shared meaning.

When we talk about a strong culture we talk about the organization s core values which are intensely held and widely shared by the majority of members. The more members agree and accept the core values and the greater their commitment to those values, the stronger the cultures is. The emphasis is on ;1) the degree of consistency of values, assumptions, beliefs and practices across the organizational members. 2)The pervasiveness of consistent values, assumptions, practices and beliefs.

For this reason it can be argued that a strong culture will have a great influence on the behavior of its members because of this high degree of sharedness and intensity which on its turn create an internal climate of high behavior control. A result of this strong culture is revealed in cohesiveness, loyalty and organizational commitment which, in turn, lessen the employees' propensity to leave the organization (lower employee turnover). O'Reilly and Chatman (1996) found that strong

cultures could produce counter cultures, because when promoting conformity, small variations in attitude and behavior could be exaggerated and may encourage in-group distinctions to form (Brewer, 1979). Hence those who differ from the strong culture may choose to separate themselves and may find a pocket of dissent within the organization, and form a counter culture (Martin & Siehl, 1983). In organizations with weak cultures there is enough freedom for varied values to emerge without being restricted by the dominant strong culture, so the formation of a culture is not necessary.

Culture Congruence

Cultural congruence addresses how various aspects or dimensions of an organization's culture are aligned (Cameron & Quinn, 2006). Congruence can be examined within the core organizational culture as well as within subcultures and occupational groups. Cultural incongruence can present problems within the organization, including differences in perceptions, strategies, and goals, which can derail organizational performance and momentum. Over the long term, "incongruence inhibits the organization's ability to perform at the highest levels of effectiveness".

Culture Effectiveness

According to Quinn and Rohrbaugh (1983), "deeply embedded in the organizational literature is the construct of effectiveness". But like culture, organizational effectiveness can be difficult to specifically define. "Judging the effectiveness of any organization ultimately involves the question of values" and what is valued is determined by how an organization measures success. Since organizational culture is defined in part by what

an organization values, it makes sense that scholarly work has focused on studying organizational culture to help provide guidance to managers who are searching for ways to improve organizational effectiveness (Cameron & Quinn, 2006).

Leadership

Leaders come in a variety of shapes and sizes, though any good leader knows that it is the performance of the people who choose to follow that determines how great a leader he/she actually is. Leaders, in successful roles, are to be catalysts. Good leaders provide opportunities for employees to utilize their talents and strengths, and encourage them to do so. Leaders foster greatness, not for personal gain, but for the good of the people they lead. Collins (2001) refers to these people as "Level 5 leaders." Though not every leader possesses all five levels of leadership, a Level 5 leader possesses all of the other levels which are as follows: Level 1 - highly capable individual, Level 2 - contributing team member, Level 3 - competent manager, and Level 4 - an effective leader. "Level 5 leaders channel their ego needs away from themselves and into the larger goal of building a great company. It's not that Level 5 leaders have no ego or self-interest. Indeed, they are incredibly ambitious - but their ambition is first and foremost for the institution, not themselves" (Collins, 2001).

While leaders can be found in anyone and can come from anywhere, there are certain practices and commitments that make people leaders. In *The Leadership Challenge* (2002), the authors, Jim Kouzes and Barry Posner, identify five practices for exemplary leadership. Embedded within

these five practices are ten commitments that serve as a guide for how leaders get extraordinary things done in an organization.

Leaders play an important role in an organization's culture; in fact, leaders are one of the most crucial parts of an organization. In a study conducted by the Gallup Organization (Buckingham & Coffman, 2005), a very important discovery was made ... "the manager - not pay, benefits, perks, or a charismatic corporate leader - was the critical player in building a strong workplace. The manager was the key". Ultimately, employees may join organizations for many reasons - great benefits; perfect hours, great pay, etc. However, the length of time the employee stays and how productive she is while she's there is determined by her relationship with her immediate supervisors. If the supervisor sets clear expectations, knows the employees, trusts them, and invests in them, the employees can forgive the lack of incentives. But if the relationship between supervisor and employee is broken, no amount of perks or benefits will encourage the employee to stay. "It is better to work for a great manager in an old-fashioned company than for a terrible manager in a company offering an enlightened, employee-focused culture" (Buckingham, & Coffman, 2005 p. 28).

Additionally, the importance of leadership is reiterated across culture, organizational development, and strategic planning scholarship. Cultural leadership studies highlight the role of personal values in the social process of leadership. Schein (2010) further argues that leaders are entrepreneurs and architects of group cultures. If elements of the culture then become dysfunctional and are no longer conducive to the collective

objective, it is the leader's responsibility to speed up cultural change (Schein, 2010). Rainey (2009) notes that culture and leadership are conceptually intertwined topics; however, the manager most strongly embodies and transmits existing cultures. House's (2004) findings corroborate these findings by demonstrating that leadership styles influence several components of an organization's underlying values, attitudes, and behaviors.

Employee Performance

Despite the great relevance of individual performance and the widespread use of job performance as an outcome measure in empirical research, relatively little effort has been spent on clarifying the performance concept. Still, in 1990, Campbell described the literature on the structure and content of performance "a virtual desert". However, during the past 10 to 15 years, one can witness an increasing interest in developing a definition of performance and specifying the performance concept.

Authors agree that when conceptualizing performance one has to differentiate between an action (i.e., behavioral) aspect and an outcome aspect of performance (Campbell, 1990; Campbell, McCloy, Oppler, & Sager, 1993; Kanfer, 1990; Roe, 1999). The behavioral aspect refers to what an individual does in the work situation. It encompasses behaviors such as assembling parts of a car engine, selling personal computers, teaching basic reading skills to elementary school children, or performing heart surgery. Not every behavior is subsumed under the performance concept, but only behavior which is relevant for the organizational goals:

"Performance is what the organization hires one to do, and do well" (Campbell et al., 1993). Thus, performance is not defined by the action itself but by judgmental and evaluative processes (Ilgen & Schneider, 1991; Motowidlo, Borman, & Schmit, 1997). Moreover, only actions which can be scaled, i.e., measured, are considered to constitute performance (Campbell et al., 1993).

The outcome aspect refers to the consequence or result of the individual's behavior. The above described behaviors may result in outcomes such as numbers of engines assembled, pupils' reading proficiency, sales figures, or number of successful heart operations. In many situations, the behavioral and outcome aspects are related empirically, but they do not overlap completely. Outcome aspects of performance depend also on factors other than the individual's behavior. For example, imagine a teacher who delivers a perfect reading lesson (behavioral aspect of performance), but one or two of his pupils nevertheless do not improve their reading skills because of their intellectual deficits (outcome aspect of performance). Or imagine a sales employee in the telecommunication business who shows only mediocre performance in the direct interaction with potential clients (behavioral aspect of performance), but nevertheless achieves high sales figure for mobile phones (outcome aspect of performance) because of a general high demand for mobile phone equipment.

In practice, it might be difficult to describe the action aspect of performance without any reference to the outcome aspect. Because not any action but only actions relevant for organizational goals constitute

performance, one needs criteria for evaluating the degree to which an individual's performance meets the organizational goals. It is difficult to imagine how to conceptualize such criteria without simultaneously considering the outcome aspect of performance at the same time. Thus, the emphasis on performance being an action does not really solve all the problems. Moreover, despite the general agreement that the behavioral and the outcome aspect of performance have to be differentiated, authors do not completely agree about which of these two aspects should be labeled 'performance'. In the remainder of this chapter we follow the suggestion of Campbell et al. (1993) and refer to the behavioral aspect when we speak about performance.

"...performance is associated with quantity of output, quality of output, timeliness of output, presence / attendance on the job, efficiency of the work completed [and] effectiveness of work completed" (Mathis & Jackson 2009).

"The standard to which someone does something such as a job or examination" (Macmillan English Dictionary for Advanced Learners 2007). "Performance is the accomplishment of a given task measured against pre-set standards of accuracy, completeness, cost and speed" (Business Dictionary 2010). For the purpose of this dissertation, the researcher's definition will be as follows: Employee performance is about the timely, effective and efficient completion of mutually agreed tasks by the employee, as set out by the employer.

External Factors in Employee Performance

The factors that affect employee performance in organizations may be external if they originate from the employer, organisation or the socio-economic environment (Swanepoel *et al*/ 1998). These factors include performance evaluations, remuneration, organizational leadership style or reasons for career movements.

Performance Evaluations or Appraisals

An effective performance appraisal process can identify weaknesses and result in corrective actions being taken (Cheminais *et al* 1998). The performance appraisal can also help to sustain contented workers through:the acknowledgement of individual employee performance, remuneration options,promotions and career movements,structured training, and disciplinary decisions(Cheminais *et al* 1998; Cronje *et al* 2001; Erasmus *et al* 2005).

Remuneration

Remuneration can be defined as the financial and non-financial extrinsic or intrinsic rewards provided by an employer for the time, skills and effort made by employees in fulfilling job requirements aimed at achieving business objectives (Dowling *et al*/2011, Swanepoel *et al*/1998).

Armstrong and Murlis (2004). define reward management as "the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organisation". Cheminais *et al* (1998) assert that there is a

strong relationship between extrinsic or intrinsic remuneration and an employee's motivation.

Armstrong and Murlis (2004) advocate a total or holistic reward approach by using multiple reward strategies such as "self management, self-awareness, social awareness and relationship management within an organisation in the pursuit of significantly raised performance". This approach complements Maslow's theory of the hierarchy of needs in acknowledging different types of motivational needs within each individual.

As asserted by Armstrong and Murlis (2004), Cheminais *et al* (1998), Cronje *et al* (2001), Erasmus *et al* (2005), Globe (1970:62) and Maslow (1943), monetary factors such as a high salary can inspire someone to be highly motivated only up to a certain extent. Beyond that, other "self-actualization" and motivational reasons such as recognition, status, greater individual growth or responsibility, which are referred to as intrinsic remuneration, may be required to keep an employee loyal and passionate about the organisation they work for or their job in addition to extrinsic remuneration.

Extrinsic remuneration (Armstrong & Murlis 2004; Cheminais *et al* 1998; Cronje *et al* 2001) is normally related to the benefits received by the employee in addition to his or her actual job's basic salary. This is further separated into financial rewards and nonfinancial rewards.

Financial rewards may include:

Performance related rewards such as commission, performance bonuses, merit awards, share options, incentive schemes, and achievement awards. Membership awards such as pension, retirement benefits, medical insurance, sponsored holidays, a subsidized canteen and vehicle allowance or allocation.

Non-financial rewards may include:

Status rewards such as prime office location, choice of furnishings, reserved parking area, a personal assistant or public recognition.

Social rewards may include praise, compliments, dinner invitations and an active involvement in social events (Armstrong & Murlis 2004; Cheminais *et al*/1998; Cronje *et al*/2001; Erasmus *et al*/2005).

Leadership Style

The leadership style within an organisation has a bearing on encouraging or inhibiting employee's performance (Armstrong & Murlis 2004; Cronje *et al*/2001). If management does not carefully analyse the needs of the organisation and its employees, it may be difficult for the organisation to understand the reasons why employees behave in a particular way.

Career Movements

Various options exist for employee career progression within an organisation (Cheminais *et al*/1998; Erasmus *et al*/2005).

These include:

Lateral moves within or outside of the organisation, but at the same salary, grade level and benefits,

vertical moves through promotion or demotion,

Diagonal moves within the same organisation but across similar or different disciplines, and outward moves outside the organisation, also known as separation.

When employees are not sufficiently motivated, their work outputs and loyalty to the organisation may be affected negatively. Internal Factors in Employee Performance

Factors that affect employee performance may be called internal when they result from personal experiences and backgrounds (Swanepoel *et al* 1998).

The Employee's Role in Performance

Employees react individually and differently to similar circumstances (Cheminais *et al* 1998; Cronje *et al* 2001). For example, a retrenchment exercise may inspire one employee to invest his/her retrenchment package and start his/her own business. Another employee of a similar profile may squander the lump sum received and respond to the retrenchment with depression and a feeling of rejection. Change can have a negative effect on employee motivation as can uncertainty about the future (Cheminais *et al* 1998).

Each person has very different "needs, expectations, desires, goals and ambitions". Over time, the level of importance placed on each aspect as well as personal growth, changes (Armstrong & Murlis 2004; Cronje *et al* 2001). A person's job has a bearing on the choices he or she will have to make regarding social status

The suburb he or she will live in
The schools that his or her children will attend
The friends he or she will associate with
Self-development and learning options.

Working can therefore be seen as a tool that an employee can use to satisfy his or her needs. Conversely, employers can use motivation as a useful tool to heighten employee performance (Armstrong & Murlis 2004; Cronje *et al* 2001). The different motivation theories imply that there are no singular approaches to accentuating motivation and that clear expectations, goals, constructive feedback and a general culture of mentoring to instill desired behavior all work synergistically to ensure optimal motivation (Armstrong & Murlis 2004).

Theoretical perspective

The "motivation to work" published by Maslow probably provided the field of organizational behavior and management with a new way of looking at employees job attitudes or behaviors in understanding how humans are motivated. Probably the best-known conceptualization of human needs in organizations has been proposed by this theory. Abraham Maslow was a clinical psychologist who introduced his theory based on personal judgment, which was generally known as the need hierarchy theory. According to him if people grew in an environment in which their needs are not met, they will be unlikely to function as healthy individuals or well-adjusted individuals. This idea was later applied to organizations to emphasize the idea that unless employees get their needs met on the job, they will not function as effectively as possible.

Specifically Maslow theorized that people have five types of needs and that these are activated in a hierarchical manner. This means that these needs are aroused in a specific order from lowest to highest, such that the lowest-order need must be fulfilled before the next order need is triggered and the process continues. If you look at this in a motivational point of view Maslow's theory says that a need can never be fully met, but a need that is almost fulfilled does not longer motivate. According to Maslow you need to know where a person is on the hierarchical pyramid in order to motivate him/her. Then you need to focus on meeting that person's needs at that level (Robbins 2001).

→The greatest value of Maslow need theory lies in the practical implications it has for every management of organizations (Greenberg & Baron 2003). The rationale behind the theory lies on the fact that it's able to suggest to managers how they can make their employees or subordinates become self-actualized. This is because self-actualized employees are likely to work at their maximum creative potentials.

In this literature review the researcher concluded the following:

- Organizational culture correlated with employees performance has not been sufficiently investigated in Juba. In terms of the relationship between organizational culture and employee performance, a number of authors have focused on the relationship between the financial performance and organizational culture of organizations.

- No previous research was found in which the relationship between organizational culture and employee performance was assessed in Juba South Sudan Public Service Ministry.
- The constructs under organizational culture and employees' performance are not directly dealt with the past studies reviewed.

Related Studies

A number of studies have been done in relation to organizational culture and employees performance as follow:

Denison (1984) conducted a study of 34 companies in 25 different industries and found that organizations with a participative culture perform better (in terms of return on sales, return on investment) than those without such a culture with this margin of difference widening over time. Denison (1984) found that two indices "organization of work" and "decision making" to be significantly correlated with financial performance.

Sørensen's (2002) study into the effect of a 'strong corporate culture' on the financial performance of 123 organizations showed that in stable environments 'strong-culture' organizations have a more reliable performance but in volatile conditions this advantage is lost.

Kotter and Heskett (1992) found that the mean performance of 207 organizations over 10 years related to the strength of their organizational culture found a positive correlation across various industries, thus concluding that organizations with a strong culture will have higher average financial indicators. Kotter and Heskett (1992) qualify this by

stating that this holds true only for organizations where the culture fits the environment and is only sustainable in the long run if the organization is able to adapt its culture to a changing environment. Most of the studies reviewed in this section primarily used financial performance as a measure for the organization's performance. For the purpose of this research employee performance will be used as a measure of performance.

Marushak (2006) performed a study to determine how perceptions about current and preferred dimensions of organizational culture can be measured and evaluated to assist decision-makers in maintaining and creating congruent work environments for Students Affairs divisions. This qualitative case study utilized Schein's three levels of culture as well as Cameron and Quinn's Organizational Culture Assessment Instrument to gather members' perceptions of the current culture as well as their beliefs as to how the organization must change to navigate future external and internal challenges. Analysis of the data revealed incongruence between current and preferred dominant culture type, in that employees would prefer a culture of commitment, care, and trust as opposed to the current one of formality, policies, and efficiency.

CHAPTER THREE

METHODOLOGY

Research Design

The study was based on descriptive survey research design, in particular descriptive correlation design because the researcher was look for a relationship between the independent and the dependent variable. The descriptive correlation design was used to establish whether organizational culture is significantly correlated with employees' performance.

Research Population

The target population of this study included 200 staff (employees) from the five different departments from the Ministry of Public Service Delivery in Juba-South Sudan.

Sample Size

Slovene's formula was used to compute the sample size. Slovene's formula states that, for any given population (N), the sample size (n) is given by;

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

Where; n = the required sample size; N = the known population size; and σ = the level of significance, which was fixed to be = 0.05 in social science research when the population size is known. The population and sample distributions of this study are shown in table 1 below. See sample size computation in appendix v.

Table 1: Population and Sample size of the respondents

Category	Staff population(N)	Sample Size(n)
Supervisory Employees	10	10
Supervisee Employees	190	129
Total	200	139

Source: Primary data, 2013

While the anticipated sample size was 139 respondents, this was not attained and the researcher retrieved 118 valid questionnaires. This gave a response rate of around 85%. This implied that majority of the targeted respondents participated in the study.

Sampling Procedure

Simple random sampling methods were used to select employees of the different departments.

The researcher used the following criteria for selecting respondents;

- a) From each of the departments, proportionate sample sizes of the professional workers were established as indicated in Table 1 above. The respondents who participated in the survey were randomly selected. Both female and male respondents had equal chances of participating and only responses from the professional staff were considered.

Research Instrument

The following researcher-based tools were utilized in this study: face sheet to gather data on the respondents' demographic characteristics (gender, age, educational level, and working experience); and researcher devised questionnaires were used to establish the level of organizational culture and the level of employee performance.

The Likert scale grading 1=Strongly disagree and 4=Strongly Agree was adopted for this study due to its suitability in measuring perceptions, attitudes, values and behaviours that relate to organizational culture and employee performance. The scale interval of this Likert's 1-4 scale was computed as (i.e. Scale interval = (Highest scale – Lowest scale)/Highest scale) and the response modes, scoring and interpretation of scores are used.

Validity and Reliability of the Instrument

Validity: This study adapted conceptual validity that was ascertained through conceptual concepts. This was ensured by involving experts and non-experts. The questionnaires were distributed to various management scholars to read through and offer their opinion so as to establish face validity. The errors that were found were adjusted accordingly to ensure that the data collected were valid

Reliability: reliability of the instruments were ensured using test and retest method. The researcher gave questionnaire guides to the same groups of respondents and re-testing was done. In both tests, the results were the same; it was a confirmation that they were reliable.

Data Analysis and Descriptive Statistics

After the researcher sorting out the valid questionnaires and coding accomplished, to derive useful meaning from the data, and examine the propositions of this study, data from the survey were analyzed using SPSS (Statistical Package for Social Sciences) version 16. The following descriptive and inferential statistical approaches were applied:-

- i. To identify the demographic characteristics of respondents, frequencies and percentage distributions were used.
- ii. To determine the level of organizational culture and the level of employee performance, means and standard deviations were calculated.
- iii. To establish the relationship between organizational culture and the level of employee performance,, Pearson's correlation coefficients and regression analysis were calculated.

Ethical Considerations

The following strategies were adapted to ensure the moral justification of the investigation.

Authorization: This involved getting clearance from the ethical body/ethics committee and consent of the respondent (Appendices II and III respectively).

Informed consent: The researcher sought authorization from potential respondents. The researcher ensured free consent from participants.

Anonymity and Confidentiality: The names or identifications of the respondents was anonymous and information collected from them was treated with utmost confidentiality.

Integrity: The researcher acted honestly, fairly and respectfully to all other stakeholders that were involved in this study.

Ascriptions of authorships: The researcher accurately attributed to the sources of information in an effort to celebrate the works of past scholars or researchers. This ensured that no plagiarism occurred.

Scientific adjudication: The researcher worked according to generally acceptable norms.

Limitations of the Study

In view of the following threats to validity, the researcher would claim an allowable 5% margin of error at 0.05 level of significance. Measures are also indicated in order to minimize if not to eradicate the threats to the validity of the findings of this study.

1. Extraneous variables which would be beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study.
2. Instrumentation: The research instruments on organizational culture are not standardized. Therefore, a validity and reliability test would be done to produce a credible measurement of the research variables.
3. Testing: The use of research assistants can bring about inconsistency of the questionnaires in terms of time of administration, understanding of the items in the questionnaires and explanations given to the respondents. To minimize this threat, the research assistants would be oriented and briefed on the procedures to be done in data collection.

4. *Attrition/Mortality*: Not all questionnaires were returned completely answered. Out of the 139 questionnaires distributed, 118 were returned making a retrieval rate of 85%. This could have been attributed to the fact that some items in the questionnaires were marked twice making them invalid.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Introduction

This chapter presents the analysis of the data gathered and interpretation thereof. It gives the socio-demographic characteristics of respondents and description of the objectives of the study, variables used and testing of pertinent hypotheses as used in this study.

Description of the respondents' background

In this section, distribution of respondents by gender, age, educational qualification and experience in years is reported. Table 1 summarizes the details of the findings.

Table 2: Demographic Characteristics of the Respondents

Category	Frequency	Percentage (%)
Gender		
Male	80	68
Female	38	32
Total	118	100
Age		
20-39	67	57
40-59	36	31
Above 60 yrs	15	12
Total	118	100
Academic Level		
Certificate	45	38
Diploma	54	46
Degree	10	08
Masters	08	07
Ph.D	01	01
Total	118	100
Working Experience		
1-5 yrs	19	16
6-10 yrs	21	18
Above 10 yrs	78	66
Total	118	100

Source: Primary Data, 2013

The finding from Table 2 revealed that majority of the respondents 80 (68%) were male while the female were 38 (32%). This means that the male are still dominant in the public service sector. This could be because in South Sudan, women are still widely marginalized and only few hold positions that are influential within the public service sector.

In regard to age, the finding in Table 2 indicate that majority of the respondents 67 (57%) are within the age category of 20-39 years followed by those within the age category of 40-59 years represented by 36 (31%) and only 15 (12%) belonged to the age category above 60 years. This means that the Public Service is dominated by young employees who are in their early adulthood. This could be because this age category is innovative and hard working and can easily produce desired results compared to their counter parts.

In regard to academic level, the findings from Table 2 revealed that majority of the respondents 54 (46%) were diploma holders, followed by certificate holders who were 45 (38%). Degree holders and Master's holders almost tied with each contributing 8% and 7% respectively. Only 1% of the respondents had Ph.D qualification. This means that diploma holders are dominant in the Public Service Sector in Juba South Sudan. This could be because South Sudan being the youngest country in the world still has a lot to be desired in their education level. This is because the rampant insurgencies within the young country for decades have not being able to permit peaceful education. The few who are lucky to be educated could be the rich who could have afforded to educate their children in neighboring countries such as Uganda, Kenya and Tanzania

hence providing few educated elites in a country run by lowly educated military personnel.

The finding from Table 2 in regard to working experience revealed that majority of the respondents 78 (66%) had worked within this industry for more than 10 years, followed by those who had worked within the Public Sector for 6-10 years represented by 18% while respondents who had working experience of 1-5 years were only 16%. This means that the Public service Sector in Juba South Sudan government is dominated by employees who have been working there for over 10 years. This could be because there are few or no new comers who have the qualification to replace them. This therefore makes them to have no clear competitors for their position hence they end up keeping their jobs for far too long.

Table 3: The Level of Organizational Culture in the Selected Public Service Delivery in Juba

Work Environment	Mean	Interpretation	Rank
I feel comfortable in my workplace	3.01	Satisfactory	1
Management keeps employees informed	2.97	Satisfactory	2
The employees work together to reach goals	2.94	Satisfactory	3
I am satisfied with my sense of belonging at work	2.89	Satisfactory	4
The employee morale is fairly high	2.83	Satisfactory	5
There is good communication in the organization	2.65	Satisfactory	6
I feel like I am part of a team	2.57	Satisfactory	7
Average Mean	2.84	Satisfactory	
Recognition and Satisfaction			
I feel I am recognized for the job that I do	2.91	Satisfactory	1
I feel the recognition I receive is genuine	2.81	Satisfactory	2
It is important to me that I am recognized	2.58	Satisfactory	3
I am aware of reward programs within the company	1.99	Fair	4
I am satisfied with my compensation	1.93	Fair	5
Celebrations/events are a common occurrence	1.74	Poor	6
Individual contributions are rewarded	1.17	Poor	7
Average Mean	2.16	Fair	
Relationship with Management			
Management is supportive of my performance	3.12	Satisfactory	1
I feel management cares about me as an individual	3.10	Satisfactory	2
Management treats employees with dignity and respect	3.07	Satisfactory	3
My ideas/suggestions are taken seriously	2.97	Satisfactory	4
Management works as hard as they expect employees to	2.77	Satisfactory	5
Management regards each employee as important	2.73	Satisfactory	6
Management can be trusted	2.70	Satisfactory	7
I feel management would make personal sacrifices for the team	2.65	Satisfactory	8
Management includes themselves as part of the overall team	2.57	Satisfactory	9
Management has the respect of the employees	2.54	Fair	10
I feel comfortable approaching management with concerns/questions	2.49	Fair	11
Average Mean	2.79	Satisfactory	
General Average Mean	2.60	Satisfactory	

Source: Primary Data, 2013

The research finding according to Table 2 measured the level of organizational culture in regards to work environment and established an average mean of 2.84 and was interpreted as satisfactory. The result could have been attributed to the fact that employees feel comfortable in their workplace (mean=3.01); management keeps them informed (mean=2.97), employees work together to reach goals (mean=2.94), are satisfied with their sense of belonging at work (mean=2.89), their morale is fairly high (mean=2.83), there is good communication in the organization (mean=2.65) and often feel like they are part of a team (mean=2.57). This means majority of the respondents agreed on the above variables.

This could be because most employees in the Public service Sector in Juba South Sudan thrive in an environment that feels open and collaborative, this environment allows them to be themselves and still work with others in a productive way. As most people spend at least twenty-three percent of their time at work over the course of the week, the comfort level in the workplace is an important factor as that organization's culture. According to Kotter and Heskett (1992), once a culture has been established in an organization, changing it can be almost impossible. It becomes a way of life for all current and new members; therefore, initiating change takes either a major crisis, or potential for crisis, or a very influential and forward thinking leader to make things go back to normal.

The finding from Table 2 in regard to recognition and satisfaction revealed an average mean of 2.16 and was interpreted as fair. This could have been attributed to the fact that employees feel they are recognized for the

job that they do (mean=2.91), feel the recognition they receive is genuine (mean=2.81), and it is important to them that they are recognized (mean=2.59). This means that majority of the respondents agreed on the affirmation of the above statements.

According to Gostick and Elton (2001), most companies still overlook a very powerful tool in their arsenal - recognition. "There is a demonstrated correlation between workplace satisfaction and employee recognition, that recognition is the most effective way to further your corporate goals, that by creating memorable recognition experiences you can bond an employee to your organization".

Recognition comes in many forms; the problem is that most managers think they are recognizing their employees when they really are not. Incentives, bonuses, and perks are not forms of recognition in and of themselves, they only become recognition when they are awarded for a job well done, not if you do this, then you get this. In order to count as recognition, the message must be clear, managers need to explain why someone is being awarded a plaque for example. Without an explanation for why and a basis for how, employees do not understand, and then the attempt at recognition becomes a wasted opportunity.

Findings from Table 2 also revealed that majority of the respondents disagreed that they are aware of reward programs within the company (mean=1.99), and are satisfied with their compensations (mean=1.93). On the other hand majority of the respondents strongly disagreed that celebrations/events are a common occurrence (mean=1.74) and that individual contributions are rewarded (mean=1.17). This means that

recognition is very minimal in the Public service Sector in Juba South Sudan no wonder most employees are neither satisfied with their compensations nor aware of the reward programs in the institution.

Gostick and Elton (2001) however explain that when done right, recognition can enhance communication and trust, and improve employee morale. "The power of recognition can spread through your company like a wildfire, creating a culture of recognition-a place where people are willing to put down roots because they know their contributions will be acknowledged, appreciated and rewarded".

The finding from Table 2 revealed that organizational culture in regard to relationship with management scored an average mean of 2.79 and was interpreted as satisfactory. This was because majority of the respondents agreed that management: is supportive of their performance (mean=3.12), cares about them as individuals (mean=3.10), treats them with dignity and respect (mean=3.07), takes their ideas/suggestions seriously (mean=2.97) and works as hard as they expect employees to (mean=2.77). This suggests that management within the institution seem to be highly respected by the employees.

Collins (2001) notes that leaders come in a variety of shapes and sizes, though any good leader knows that it is the performance of the people who choose to follow that determines how great a leader he/she actually is. Leaders, in successful roles, are often supposed to be catalysts. He argues that good leaders provide opportunities for employees to utilize their talents and strengths, and encourage them to do so. Leaders foster greatness, not for personal gain, but for the good of the people they lead.

This therefore means that leadership in the public service sector in Juba South Sudan has a good relationship with their employees and vice versa.

The finding as indicated in Table 2 revealed that majority of the respondents agreed that management regards each employee as important (mean=2.73), management can be trusted (mean=2.70), feel management would make personal sacrifices for the team (mean=2.65) and management can include themselves as part of the overall team (mean=2.57). However some respondents also disagreed that they feel comfortable approaching management with concerns/questions. This means that much as management is free to interact with their employees, some employees still have that fear within themselves to interact freely with their bosses. This could be because of the discipline leadership strategies the management uses.

Goleman (2010). Disciplined Action: A third reappearing theme across leadership literature indicates strategic administrators possess an unyielding discipline to stop tasks that are a distraction to the overall organizational vision (Collins, 2001; Drucker, 2004; Goleman, 2010). This also implies an ability to trace agency task overlap and eliminate redundancy. Finally, disciplined action also requires a level of self-awareness and self-regulation to redirect disruptive behaviors, communicate behavioral norms, and immediately recognize contrary feedback to make course corrections (Bennis & Thomas, 2002; Goleman, 2010).

Generally the level of organizational culture revealed an average mean of 2.60 and was interpreted as satisfactory. This suggests that the

organizational culture in the Public sector in Juba South Sudan is not all that unfavorable to both the employees and the management.

Table 4: The Level of Employee Performances in the Selected Public Service Delivery in Juba

REMUNERATION AND BENEFITS	Mean	Interpretation	Rank
The economy affects my satisfaction with my current salary level	3.20	Satisfactory	1
My contract type affects my level of motivation	3.14	Satisfactory	2
I am motivated by the provision of noncash based incentives	2.54	Satisfactory	3
I do not mind what kind of work I am doing as long as I am paid for it	1.98	Fair	4
In my organisation, there is flexibility in the application of job grades and salary scales	1.45	Fair	5
Average mean	2.46	Fair	
PERSONNEL EVALUATION			
Constructive feedback makes me work harder	2.63	Satisfactory	1
In my organisation poor employee performance is not tolerated	2.49	Fair	2
In my organisation, superior work performance is rewarded	2.31	Fair	3
I find it easy to talk to my supervisor about my performance	1.95	Fair	4
Our organization's Personnel Evaluation Report is a good indicator of my performance	1.73	Poor	5
Average mean	2.22	Fair	
EMPLOYEE DEVELOPMENT			
I have benefited from work-based training and development in the last twelve months	3.21	Satisfactory	1
I feel that workplace training opportunities encourage me to work better	3.15	Satisfactory	2
The country's economic and social challenges affect my personal development	2.99	Satisfactory	3
I am valued as a hardworking individual within my organisation	1.93	Fair	4
I am motivated by the prospect of promotion in the near future within my organisation	1.24	Poor	5
Average mean	2.50	Fair	
General Average Mean	2.39	Fair	

Source: Primary Data, 2013

The finding revealed that employee performance in regard to remunerations and benefits in Table 3 has an average mean of 2.46 and was interpreted as fair. This was attributed to the fact that employees agreed that the economy affects their satisfaction with their current salary level (mean=3.20), their contract type also affects their level of motivation (mean=3.14), and that they are often motivated by the provision of noncash based incentives (mean=2.54). This means that even if employees are given much incentive, the bad economy of the country still affects their current salary earnings. The respondents consented that they are motivated by non cash incentives. Armstrong and Murlis (2004) agree that non cash incentives such as reserved parking, public recognition, praise and active involvement in social events can easily affect employee performance positively. This is because it makes them feel they are in control. In other words it commands respect from colleagues.

On the same note, majority of respondents disagreed that they do not mind what kind of work they are doing as long as they are paid for it (mean=1.98) and that in their organisation, there is flexibility in the application of job grades and salary scales (mean=1.45). This means that employees do mind a lot about the kind of work they do since there is no flexibility in the salary scale for their earnings.

The finding from Table 3 in regard to personnel evaluation revealed an average mean of 2.22. This mean that majority of the respondents agreed that constructive feedback makes them work harder (mean=2.63). However other respondents disagreed that in the organisation poor employee performance is not tolerated (mean=2.49), that superior work

performance is rewarded (mean=2.31), and that they find it easy to talk to their supervisor about their performance (mean=1.95). This means that a constructive appraisal system can assist in motivating employees, as well as ensuring clear expectations and the desired actions needed to achieve organizational outputs. Cheminais *et al* (1998) agree that an effective performance appraisal process can identify weaknesses and result in corrective actions being taken. They argue that performance appraisal can also help to sustain contented workers through: the acknowledgement of individual employee performance, remuneration options, promotions and career movements, structured training, and disciplinary decisions.

The finding from Table 3 revealed that in regard to employee development, an average mean of 2.50 was established and was interpreted as fair. This could have been because majority of the respondents agreed that they have benefited from work-based training and development in the last twelve months (mean=3.21), and feel that workplace training opportunities encourage them to work better (mean=3.15).

However majority of the respondents also disagreed that they are valued as hardworking individuals within the organisation (mean=1.93), and that they are motivated by the prospect of promotion in the near future within the organisation (mean=1.24). This means that the perception of future career development through being a hardworking employee is largely subjective to each employee according to their social desirability basis.

Becker *et al* (2011) and Cronje *et al* (2001) concur that the goal of having highly performing employees is closely linked to the level of communication between the organization's leaders and their employees

Table 5: The Relationship between the Level of Organizational Culture and the Level of Employee Performance

Variables Correlated	r-value	Sig.	Interpretation	Decision on H ₀
Organizational culture Vs Employee Performance	0.116 -.233	0.694 0.403	Not Significant	Accepted

Sig. (2-tailed)

Legend: If the significant value is equal or less than 0.05 level of significance, the interpretation is *significant*.

If the significant value is more than 0.05 level of significance, the interpretation is *not significant*.

The results in Table 4 suggest that the level of organization culture is not correlated with the level of employee performance ($r = 0.116$, $\text{Sig} = 0.694$).

Table 6: Regression Analysis between Independent Variable and Dependent Variable

Variables Regressed	Adjusted R	F-value	Sig	Interpretation
Organizational culture Vs Employee Performance	-0.018	0.748	0.403	No significant effect

Results in Table 5 show that organizational culture does not affect employee performance ($F=0.748$, $Sig=0.403$). The results indicate that all the items under analysis on organizational culture all together account for only -1.8% of the variations in the level of employee performance (adjusted $R^2 = -0.018$).

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATIONS

Introduction

This chapter presents a summary of major findings, conclusions, recommendations and areas of further research.

FINDINGS

Demographic characteristics of respondents

The finding revealed that in regard gender, majority of the respondents 68% were male. In regard to age, majority of the respondents 57% were within the age category of 20-39 years. In regard to academic level, majority of the respondents 46% were diploma holders. In regard to working experience, majority of the respondents 66% had worked within this industry for more than 10 years.

The level of organizational culture

Generally the level of organizational culture revealed an average mean of 2.60 and was interpreted as satisfactory. This suggests that the organizational culture in the Public service sector in Juba Central Equatorial State juba County South Sudan is not all that unfavorable to both the employees and the management. The research finding measured the level of organizational culture in regards to work environment and established an average mean of 2.84 and was interpreted as satisfactory. The result was attributed to the fact that employees felt comfortable in their workplace (mean=3.01), management kept them informed

(mean=2.97), employees worked together to reach goals (mean=2.94), were satisfied with their sense of belonging at work (mean=2.89) and their morale was fairly high (mean=2.83).

The finding in regard to recognition and satisfaction revealed an average mean of 2.16 and was interpreted as fair. This was attributed to the fact that employees felt they were recognized for the job that they do (mean=2.91) and felt the recognition they received was genuine (mean=2.81). However there was also disagreement on their awareness of reward programs within the organization (mean=1.99), and are satisfied with their compensations (mean=1.93). On the other hand majority of the respondents strongly disagreed that celebrations/events were a common occurrence (mean=1.74) and that individual contributions were rewarded (mean=1.17).

The finding revealed that organizational culture in regard to relationship with management scored an average mean of 2.79 and was interpreted as satisfactory. This was because majority of the respondents agreed that management: is supportive of their performance (mean=3.12), cared about them as individuals (mean=3.10), treated them with dignity and respect (mean=3.07), took their ideas/suggestions seriously (mean=2.97).

The Level of Employee Performance

Generally the level of employee performance had a general average mean of 2.39 and was interpreted as poor. The finding revealed that employee performance in regard to remunerations and benefits revealed an average

mean of 2.46 and were interpreted as fair. This was attributed to the fact that employees agreed that the economy affects their satisfaction with their current salary level (mean=3.20), their contract type also affects their level of motivation (mean=3.14), and that they are often motivated by the provision of noncash based incentives (mean=2.54). On the same note, majority of respondents disagreed that they do not mind what kind of work they are doing as long as they are paid for it (mean=1.98) and that in their organization, there is flexibility in the application of job grades and salary scales (mean=1.45).

The finding revealed that in regard to personnel evaluation revealed an average mean of 2.22. This mean that majority of the respondents agreed that constructive feedback makes them work harder (mean=2.63). However other respondents disagreed that superior work performance is rewarded (mean=2.31), and that they find it easy to talk to their supervisor about their performance (mean=1.95).

The finding revealed that in regard to employee development, an average mean of 2.50 was established and was interpreted as fair. This could have been because majority of the respondents agreed that they have benefited from work-based training and development in the last twelve months (mean=3.21), and felt that workplace training opportunities encouraged them to work better (mean=3.15). However majority of the respondents also disagreed that they are valued as hardworking individuals within the organization (mean=1.93), and that they are motivated by the prospect of promotion in the near future within the organization (mean=1.24).

The Relationship between the Level of Organizational Culture and the Level of Employee Performance

Results showed that organizational culture does not affect employee performance ($F=0.748$, $Sig=0.403$). The results indicate that all the items under analysis on organizational culture all together account for only - 1.8% of the variations in the level of employee performance (adjusted $R^2 = -0.018$).

CONCLUSIONS

Employees are comfortable at their work place because of the good relationship they have with the management. This means that the work environment of the institution is favorable for a considerable number of employees within the sector. This has created team spirit among employee, ignited their sense of belonging and spurred up their morale to work even harder.

Management is supportive of the performance of the employees, treats them with dignity and respect and often takes their ideas or suggestions seriously. This makes the employees to have a good sense of belonging since they do not feel they are intimidated at their work place.

Employees have benefited from the regular trainings held within the institution. These training opportunities have encouraged employees to work harder and to be more innovative and productive in their performances.

However there are no promotional offers within the institution and yet it is evident that employees are motivated by the prospect of promotion in the near future within the institution.

There is lack of employee recognition for their efforts within the institution. Some employees are not even aware if there is a recognition program within the institution. There is a wide lack of compensation and individual contributions are often not rewarded.

RECOMMENDATIONS

The recommendation is to develop employee recognition and reward system that includes celebrations. Celebrations are a vital part of recognition and rewards and can go a long way in uniting employees. Celebrations can provide an opportunity for building relationships, give employees a sense of the organization's history, help people to look toward the future, celebrate milestones, reduce stress, inspire motivation and reenergize people, build self-confidence and remove fear, and can help mourn the losses associated with change.

As for recognizing and rewarding employees within the institution, the right kinds of each are critical to showing the employees that they are important. Recognition and rewards must be given as a motivation, and must be sincere in delivery, or they will fall short of their intended goal. Involving employees in designing and implementing such a reward program would also go a long way in showing that their opinions are respected and would provide more opportunities for building relationships with each other, contributing to a team mentality.

Conversely, the researcher feels that poor performance must be highlighted during performance evaluations, counseled and corrected as appropriate. Where it becomes necessary, protracted poor performance must be accompanied by firm actions that can result in suspension, loss of pay or separation where corrective measures fail to work over a defined time and as per organizational and the country's laws for dismissal. The researcher feels that in as much as good performance that is not recognized is a de-motivating factor, so is poor performance of colleagues that remains uncorrected.

The researcher strongly believes in empowered employees who take firm charge of their employment future by engaging in self-initiated study and professional development. A positive attitude coupled with innate ability within the workplace, creates the kind of employee that every employer wants to have working for them. A recommendation is therefore made for employees to improve their qualifications and knowledge base and use every workplace opportunity that may be provided or is available, to their advantage.

Areas for Further Research

1. There is need to undertake a comprehensive longitudinal national research project in the field of employee performance within the same sector.
2. There is need to do research on recruitment process and employees' performance.

3. Other factors that may affect employees' performance other than rewards.

4. Assessment of reward needs before applying them.

5. The role of effective management on the employees' performance.

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**OFFICE OF THE HEAD OF DEPARTMENT, ECONOMICS AND
MANAGEMENT SCIENCES
COLLEGE OF HIGHER DEGREES AND RESEARCH (CHDR)**

Date: 28th May, 2013

**RE: REQUEST OF KASIMIRO MOGGA JOSEPH
MHR/34669/113/DF
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing Masters of Arts in Human Resource Management.

He is currently conducting a research entitled " **Organizational Culture and Employees Performance in Selected Public Service Delivery in Central Equatorial State, Juba County, South Sudan.**"

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with pertinent information he may need.


Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,


Dr. Malinga Ramadhan
**Head of Department,
Economics and Management Sciences, (CHDR)**

NOTED BY:


Dr. Sofia Sol T. Gaite
Principal-CHDR

APPENDIX 1B
TRANSMITTAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,
Greetings!

I am a candidate for Masters Degree of Human Resource Management at Kampala International University and currently pursuing a thesis entitled **"Organizational Culture and Employees' Performance in selected departments of Public Service delivery in Juba, South Sudan"**.

Within this context, may I request you to participate in this study by answering the questionnaires; kindly do not leave any option unanswered. Any data you will provide shall be for academic purposes only and no information of such kind shall be disclosed to others.

Thanking you in advance for your cooperation.

Yours faithfully,

Kasimiro Mogga Joseph
Candidate

APPENDIX II
CLEARANCE FROM ETHICS COMMITTEE

Date _____

Candidate's Data

Name : Kasimiro Mogga Joseph
Reg.# : MHR/34669/113/DF
Course : Master of Arts in Human Resource Management
Topic : "Organizational Culture, and Employees'
Performance in selected departments of Public Service
delivery in Juba South Sudan".

Ethical Review Checklist

The study reviewed considered the following:

- ☐ Physical Safety of Human Subjects
- ☐ Psychological Safety
- ☐ Emotional Security
- ☐ Privacy
- ☐ Written Request for Author of Standardized Instrument
- ☐ Coding of Questionnaires/Anonymity/Confidentiality
- ☐ Permission to Conduct the Study
- ☐ Informed Consent
- ☐ Citations/Authors Recognized

Results of Ethical Review

- ☐ Approved
- ☐ Conditional (to provide the Ethics Committee with corrections)
- ☐ Disapproved/ Resubmit Proposal

Ethics Committee (Name and Signature)

Chairperson _____

Members' _____

APPENDIX III
INFORMED CONSENT

I am giving my consent to be part of the research study of Mr. Kasimiro Mogga Joseph that focused on **"Organizational Culture, and Employees' Performance in selected departments of Public Service delivery in Juba South Sudan"**.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the results will be given to me if I ask for it.

Initials: _____

Date _____

APPENDIX IVA: FACE SHEET

Code #.....Date the questionnaire completed

SECTION A: PROFILE OF THE RESPONDENT

(1) Gender

☐ Male

☐ Female

(2) Age

☐ 20-39 yrs (early adulthood)

☒ 40-59 yrs (middle adulthood)

☐ above 60 years (late adulthood)

(3) Educational background

☐ Certificate

☐ Diploma

☐ Degree

☐ Masters

☐ Ph.D

(4) Working Experience

☐ 1-5 yrs

☒ 6-10 yrs

☐ above 10 yrs

APPENDIX IVB
RESEARCH INSTRUMENTS

**QUESTIONNAIRE TO DETERMINE THE LEVEL OF ORGANIZATIONAL
CULTURE IN THE SELECTED DEPARTMENTS OF PUBLIC SERVICE
DELIVERY IN JUBA (FOR SUBORDNATE EMPLOYEES ONLY)**

Direction: Please write your preferred option on the space provided
before each item in the table below.

Kindly use the rating guide below:

Response Mode	Rating	Description
Strongly Agree	4	You agree with no doubt at all
Agree	3	You agree with some doubt
Disagree	2	You disagree with some doubt
Strongly disagree	1	You disagree with no doubt at all

(a) Work Environment

- 1___I am satisfied with my sense of belonging at work
- 2___I feel like I am part of a team
- 3___The employee's work together to reach goals
- 4___The employee morale is fairly high
- 5___There is good communication in the organization
- 6___Management keeps employees informed
- 7___I feel comfortable in my workplace

(b) Recognition and Satisfaction

- 1___I feel I am recognized for the job that I do
- 2___It is important to me that I am recognized
- 3___Individual contributions are rewarded
- 4___I am aware of reward programs within the company
- 5___I feel the recognition I receive is genuine
- 6___Celebrations/events are a common occurrence
- 7___I am satisfied with my compensation

(c) Relationship with Management

- 1___I feel management cares about me as an individual
- 2___Management is supportive of my performance
- 3___My ideas/suggestions are taken seriously
- 4___Management treats employees with dignity and respect
- 5___Management regards each employee as important
- 6___Management has the respect of the employees
- 7___Management can be trusted
- 8___I feel management would make personal sacrifices for the team
- 9___Management includes themselves as part of the overall team
- 10___Management works as hard as they expect employees to
- 11___I feel comfortable approaching management with
concerns/questions

QUESTIONNAIRE TO DETERMINE THE LEVEL OF EMPLOYEE PERFORMANCES IN THE SELECTED DEPARTMENTS OF PUBLIC SERVICE DELIVERY IN JUBA (FOR BOTH MANAGERS AND SUBORDINATE EMPLOYEES)

Direction: Please write your preferred option on the space provided before each item in the table below.

Kindly use the rating guide below:

Response Mode	Rating	Description
Strongly Agree	4	You agree with no doubt at all
Agree	3	You agree with some doubt
Disagree	2	You disagree with some doubt
Strongly disagree	1	You disagree with no doubt at all

(a) REMUNERATION and BENEFITS

- 1____I am motivated by the provision of noncash based incentives
- 2____I do not mind what kind of work I am doing as long as I am paid for it
- 3____My contract type affects my level of motivation
- 4____The economy affects my satisfaction with my current salary level
- 5____In my organisation, there is flexibility in the application of job grades and salary scales

(b) PERSONNEL EVALUATION

- 1____Our organization's Personnel Evaluation Report is a good indicator of my performance

- 2____Constructive feedback makes me work harder
- 3____I find it easy to talk to my supervisor about my performance
- 4____In my organisation, superior work performance is rewarded
- 5____In my organisation poor employee performance is not tolerated

(c)EMPLOYEE DEVELOPMENT

- 1____I feel that workplace training opportunities encourage me to work better
- 2____I have benefited from work-based training and development in the last twelve months
- 3____I am valued as a hardworking individual within my organisation
- 4____I am motivated by the prospect of promotion in the near future within my organisation
- 5____The country's economic and social challenges affect my personal development

THE END

THANK YOU FOR YOUR TIME AND PARTICIPATION

APPENDIX V
COMPUTATION OF SAMPLE SIZE

SAMPLE FOR SUPERVISEE EMPLOYEES

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

$$n = \frac{190}{1 + 190(0.05)^2}$$

$$n = \frac{190}{1.475}$$

$$n = \mathbf{129}$$

CURRICULUM VITAE

PERSONAL PROFILE

Name : Kasimiro Mogga Joseph
 Permanent Address : Archdiocese of Juba Catholic Church
 Postal Address : Po box 32 Juba South Sudan
 Cell phone No : +211955775733 (+256711936949)
 Date of birth : 29/9/1974
 Nationality : South Sudanese
 Marital status : Single
 Sex : Male
 Religion : Christianity
 Languages : English and Arabic [Good command
 in written and spoken]
 Hobbies : Reading Newspapers

EDUCATIONAL BACKGROUND

YEAR	INSTITUTION	AWARD
2011 to date	Kampala International University	Master of Arts in Human Resource Management
2010	St. Paul's major seminary Khartoum Sudan	Bachelor of Sacred Theology
1999-2003	St. Paul's major Seminary Khartoum Sudan	Diploma in Theology
1996-1998	St. Paul major Seminary Khartoum Sudan	Diploma in Philosophy

WORK EXPERIENCE

YEAR	INSTITUTION	POSITION
2010 to Date	All Saints' Parish	Assistant Administrator and Youth Coordinator
2008-2009	St. Joseph Parish Catholic Church Juba	Acting Administrator and Youth Coordinator
2006-2007	Sacred Heart Parish Catholic Church Juba	Administrator Of the Parish
2004-2005	St. Peter and Paul Catholic Church Juba	Administrator of the Parish