

**THE INFLUENCE OF ORGANIZATIONAL CULTURE ON THE
PERFORMANCE OF CATHOLIC RELIEF SERVICE IN SOUTH
SUDAN**

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DECLARATION

This research project is my original work and has not been submitted for examination in any other University.

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DEDICATION

This work is dedicated to my late dad; Simon Kuany, wife Tabitha Adut and to my two sons; Bol and Agoot. They are the very reason that kept me going. Special thanks also goes to my mum for her unwavering support and encouragement all through in my academic drive. I also dedicate this work to my beloved brothers and sister; Goch, Majok, Chol, Magook, Nyandit, and Nyaro. Their support, both financially and spiritually, have done a great deal in me reaching this far. May the Almighty bless you abundantly. Guys, I salute you all.

ABSTRACT

In the previous studies, organizational culture has been recognized as an essential influential factor in analyzing organizations in various contexts. Its importance to establish competitive advantages impact on organizational performance. Many scholars underscored that the success of organizations is not only determined by specific external conditions, for example, barriers to market entry, rivalry in the industry, and supplier and buyer power, but also by culture related factors. This increased interest in organizational culture by scholars had led to the development of different theories/models/frameworks, of which some have formed a base of literature of this present study, aiming at explaining organizational culture. It's also stressed that organizational behavior literature has recognized the importance of culture in this search, and identified it as a key resource for motivating and optimizing the productivity of the human capital. More than any other factor, culture defines the character of an entity and it influences managerial decision-making, strategy choices and the pursuit of market opportunities in a way that marks one organization from another. Despite more emphasis having been put on the concept of organizational culture by many scholars, and more precisely by conducting numerous studies and discussions on the influence of organizational culture on the performance within organizational theory and management, organizational culture seemed to have received far less attention within non-governmental sector research and wider development studies, and more so in the context of South Sudan. It is on this background that this study was undertaken. This study was aimed at expanding the base of knowledge and examine the relationship between organizational culture and performance of Catholic Relief Service (CRS) with South Sudan as a context of study. The research specific objective of this study was to determine how organizational culture influences the organization performance of Catholic Relief Service in South Sudan. The study adopted the exploratory research approach to explore the association of the two main variables. In this study, primary data was collected through interviews of about 21 employees; both national and international staff, at CRS South Sudan in both Juba and Bor offices. At some point, the researcher also used observation in collecting the primary data. The sample consists of both male and female, and it was cross-cutting along the organizations hierarchical levels. The content analysis method was used in analyzing the collected data. The results from the content analysis indicated that organizational culture, with all its dimensions, is highly associated with organizational performance and more precisely indicated positive correlation. The results highlighted the following factors/strategies: Operational excellence, strong mission and vision, accountability, staff development, partnership and cross-sectoral integration, global brand management and strategic leadership, as the main determinants in developing a strong organizational culture by CRS South Sudan. The finding, however comprehensive it was, may not necessarily be the case for other INGOs operating in South Sudan because the then study indicated that organization culture could have both positive and negative impact on the organizational performances contingent on how organization build around its culture. Therefore, the study recommended that further research be carried out on the effect of organizational culture on the performance of more than one INGOs in South Sudan. The study also recommended that further research be conducted with the research sample not only being drawn from the employees of the organization under investigation, but as well from partners' institutions and from the beneficiaries.

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ABBREVIATIONS AND ACRONYMS

CPA	Comprehensive Peace Agreement
CRS	Catholic Relief Service
GoSS	Government of South Sudan
INGOs	International Non-Governmental Organizations
OL	Organization Learning
SPLM	Sudan People Liberation Movement

CHAPTER ONE: INTRODUCTION

1.1 Background

Schein's (1992) organizational culture theory portrays the example of usually apprehended or pooled essential presumptions that a crowd has well-read and utilized after some stage in the incident of going towards accomplishing inside incorporation, unity and stability, and external adjustment or natural consonance which have been fruitful and in this way viewed as sufficiently substantial to be repeated or educated over the organization, particularly to new individuals, as the right approach to react or act in taking care of issues. Organizational culture symbolizes the arrangements made by an association to face or handle the difficulties presented by its primary responsibilities (Reiman and Oedewald, 2002). There are different perspectives on the relationship between definitive culture and execution (SAGE, 2001). The first perspectives are the one that solid values prompt to actions towards goals. While the other view recommends an opposite relationship between the two marvels, which is, high executions prompts to the formation of a solid corporate culture (social homogeneity).

At the focal point of the model are "Beliefs and Assumptions." Each of us has profoundly held convictions about our organization, our colleagues, our clients, our rivals and our industry. These convictions and assumptions, and their related practices, decide the way of life of an organization. Denison model (1990) permits us to uncover the fundamental belief and assumptions in unmistakable and quantifiable ways that effect organizational performance. Deal and Kennedy (1982's) system characterized association's values as the approach which things are executed within an organization. They contended that shared qualities influence organizational performance and go about as a casual control framework that tells individuals what is

foreseen of them. This model concentrates on what manner the organization can rapidly get inputs, methods in which individuals are remunerated and the degree of perils assumed.

International Non-Governmental Organizations (INGOs) have increasingly expected conspicuousness as significant improvement accomplices whose exercises extraordinarily supplement the endeavours of governments in Africa and in South Sudan in particular. They are increasingly contributing to the economic growth, development and campaigns to enhance good governance and robust public organisations in South Sudan. Catholic Relief Service (CRS) is one of the International NGOs currently operating in South Sudan. Established in 1943 by the United States Council of Catholic Bishops with its home office at Baltimore-USA, the office gives help to 130 million individuals in more than 90 nations.

The most important objective of this paper was to identify the cultural practices of Catholic Relief Service in South Sudan and to underline the underlying cultural principles that guide its performance. The model that has been utilized in this scholar paper was created from the current writing on the firm's culture frameworks and from a wide previous writings directed to recognize the components impacting the performance of an entity. In the wake of this, this examination essentially looked to build up the degree to which association culture encourages the performance of Catholic Relief Service (CRS) in South Sudan.

1.1.1 Concept of Strategy

Porter (1996) fights that engaged framework is about being particular. It suggests purposefully picking a substitute course of action of activities to pass on a one of a kind blend of significant worth. Basically, Porter fights that framework is about

centered position, about isolating yourself as indicated by the customer, about including regard through a mix of activities unique in relation to those utilized by contenders. Porter seems to embrace onto system as mutual arrangement and position. On the other hand, Mintzberg (1994) opposes that strategy established later after some time as expectations bang into and oblige an sprouting reality. Thus, one may begin with a point of view and reason that it requires a specific position, which is to be capable by system for a precisely made orchestrate, with the conceivable result and strategy uncovered in a case clear in decisions and exercises after some time. This case in decisions and exercises describes what Mintzberg called "recognized" or new framework.

Strategy is the course and extent of the organization over the long period which convey a competitive edge for the firm in the midst of an always showing signs of change business environment. Effective strategy arranges an association's assets and core skills in order to sufficiently meet the company's objectives and goals. Strategy makes a culture in the firm in which the firm just spotlights on the value including needs in its main goal and vision (Johnson, Scholes, and Whittington, 2008). Competitive strategy is aimed at creating sustainable in a competitive environment. In linking strategy to corporate culture, organizational culture incorporates the common believes, standards and values inside a firm. It sets the establishment for strategy.

For a methodology inside organizations to make and be realized adequately, it ought to totally change in accordance with the various leveled culture. Along these lines, exercises and goals must be set up inside a relationship to reinforce and develop an association culture that grips the organizations methodology after some time.

1.1.2 Organization Culture

The possibility of organizational culture was familiar to the field of management and hierarchical studies in the late 1970s, and it began to pull in important academic thought morally justified on time to mid-1980s. Developing bits of information from humanism and human sciences, various leveled specialists fought that affiliations could have unmistakable social orders, or sets of shared qualities, feelings, and standards that guide the mentalities and activities of authoritative individuals.

Andrew Pettigrew is generally credited with presenting the idea of culture within an organization set up to the field with his 1979 article “On Studying Organizational Cultures.” Pettigrew 1979 offered bits of knowledge on ideas and procedures connected with organization culture, which he compared with the introduction of associations; he depicted culture as an amalgam of convictions, personality, custom, and myth—a conceptualization still broadly utilized today. The next year, Hofstede 2001 brought up issues around the materialness of American management theory abroad and concentrated on those social contrasts that interface with and impact hierarchical social qualities. Arrangement and Kennedy 1982 contemplated culture as the way in which things "complete" in an association, offering a model of culture in light of four authoritative models. Along these lines, Schein 1985, a foundational volume, talks about an association's way of life as the fundamental suppositions and convictions that are shared reliably crosswise over individuals from an association and characterize underestimated perspectives of the association and its surroundings.

Having developed that organizational culture includes an extent of complex social miracles; it is not stunning that specialists have perceived corporate culture as a multi-layered create which can be disengaged into layers according to these wonders'

conspicuousness and openness. Various leveled culture has been characterized as cases of shared qualities and feelings after some time which produces behavioral guidelines that are gotten in dealing with issues (Owens 1987; Schein, 1990).The affiliation's internal surroundings is represented to by its lifestyle and is deciphered by the suppositions and feelings of the directors and specialists (Aycaan et al., 1999). Association culture appeared in feelings and suppositions, qualities, perspectives and practices of its people is a gainful wellspring of affiliation's high ground (Hall, 1993; Peteraf, 1993) since it shapes association strategies, unites association capacities into a solid whole, gives answers for the issues stood up to by the affiliation, and, along these lines, defeating or empowering the affiliation's achievement of its goals (Yilmaz, 2008).

A few organizations have throughout the years created cultures which upgrade their prosperity, while others have been notable do as such (Robbins, 2006). In perspective of this, where culture is sufficiently solid, it will either have positive or negative ramifications for the association. Without satisfactory learning and consciousness of the nature and impact of the organizational culture, administration may not adequately use this imperative calculate its basic leadership forms towards enhanced general organizational performance. However, the overall performances of these particular organizations still improve without much emphasis on organizational culture. It's therefore paramount for these organizations to comprehend the general progression of the region and framework in which they work, and if they are to focus on organization culture as an important element, they additionally should have the capacity to survey, assess and even reshape their hierarchical culture for operational effectiveness and compelling performance (Reiman and Oedewald, 2002). While organizational culture has been broadly debated about inside organizational theory and management, it has

received far less attention within non-governmental sector research and wider development studies (Lewis 2002), and more so in the context of South Sudan.

1.1.3 Organizational Performance

Organizations have a fundamental part in our step by step lives and in this way, viable affiliations address a key component for making nations. In this way, various financial masters consider foundations and organizations like an engine in choosing the money related, social and political progress. Totally henceforth, in the latest 22 years, there were 6 Nobel prizes conceded to specialists who have focused on the investigation of associations and foundations. Determined performance is the focal point of any relationship in light of the way that selective through performance affiliations can create and progress. In this way, legitimate culture is a champion among the most crucial figures the organization investigate and apparently the most essential marker of the organizational performance.

Regardless of the way that the possibility of organizational performance is astoundingly essential in the academic written work, its definition is troublesome because of its various ramifications. Therefore, there isn't an inside and out recognized significance of this thought. In the '50s hierarchical execution was characterized as how many affiliations saw as a social system fulfilled their objectives (Georgopoulos and Tannenbaum, 1957: p. 535). Performance appraisal in the midst of this time was centred on work, people and hierarchical structure. Later in the 70s, affiliations have begun to examine better ways to deal with evaluate their execution so execution was described as an affiliation's ability to adventure its surroundings for getting to and using the compelled resources (Yuchtman and Seashore, 1967: p. 379). The years 90s were separate by the affirmation that the unmistakable confirmation of organizations objectives is more personality boggling than at initially considered.

Chiefs began to appreciate that an affiliation is fruitful on the off chance that it accomplishes its destinations (viability) using slightest resources (proficiency). Thusly, authoritative hypotheses that took after reinforced the likelihood of an association that achieves its performance objectives in light of the goals constrained by the confined resource.

1.1.4 Organizational Culture and Performance

Despite the fact that there is a typical understanding that all organizations need to perform with a specific end goal to legitimize and even assure their presence, huge difference have proceeded to seriously influence the scope of components that exactly portray performance. Defining and measuring organizational performance has along these lines been troublesome and antagonistic (Barney, 1991). In any case, Chien's (2004) distinguishing type of leadership style and environment, organizational culture, work outline, model of thought process and human asset approaches as the five central point that decide organizational performance is enlightening.

There are four guideline sees on the relationship between association culture and performance (SAGE, 2001). The first of these viewpoints is that strong culture prompts powerful performance. A second viewpoint is a culture-performance relationship suggests a turnaround relationship between the two ponders, that is, better prompts than the arrangement of a strong corporate culture. The third perspective draws upon probability thinking and suggests that under particular conditions, a particular kind of culture is appropriate, even essential, and adds to capability. A fourth view prescribes that a flexible culture is the best approach to incredible execution, as it helps the association respond to changes in the encompassing. This

kind of culture is commonly depicted by people acting proactively, willing to put it all on the line, trusting each other and coordinating to perceive issues and opening.

.1.1.5 International Non-Governmental Organizations

Any institution, association or agency that is set up intentionally to seek after philanthropic objectives, without a benefit rationale and is based to a great extent outside the control or operation of the government structure generally portrays a NGO. International Non-Governmental Organization (INGO) has an indistinguishable mission from a Non-Governmental Organization (NGO), however it is global in degree and has stations far and wide to manage particular issues in numerous nations.

Sudan's 22-year civil war ended on January 9, 2005, when the Sudan People's Liberation Movement and Army (SPLM/A), the fundamental revolt development in Southern Sudan, and the Government of Sudan consented to the Comprehensive Peace Arrangement (CPA). Amid the war, INGOs in Southern Sudan concentrated basically on giving helpful alleviation to the influenced populace. Numerous INGOs around then were situated in Nairobi, Kenya, since the circumstance was excessively risky for them, making it impossible to keep up workplaces in many parts of southern Sudan.

The CPA not just denoted the initial step making progress toward independence for South Sudan six years after the fact in 2011, in addition it gave a chance to INGOs to extend their activities of fighting for human rights, advocacy, and social administrations. INGOs progressively started to investigate human rights mishandle executed by the Government of Southern Sudan (GOSS) and its graceless security division. The GOSS was frequently uncomfortable with this open scrutiny, and besides did not generally perceive the full range of potential INGOs exercises, seeing

INGOs fundamentally as helpful gatherings. Therefore, the common war-period lawful system managing NGOs kept on posturing hindrances to most INGO operations that were random to compassionate exercises. In addition, there was an industrious absence of clarity inside the legislature about which administrative bodies should direct NGOs, and considerably whether the 2003 NGO Act should oversee NGOs after independence in 2011.

In spite of a few endeavours to introduce another law to replace the 2003 NGO Act and make more clarity in South Sudan's lawful system overseeing NGOs, no such draft law has been embraced. (Parliament passed the Non-Governmental Organizations Bill (in the past Voluntary and Humanitarian Non-Governmental Organizations Bill) in May 2015, however President Kiir declined to give his endorsement and returned it to the parliament for re-examination until 2nd February, 2016 when the revised version of the same Bill was passed.

Moreover, since South Sudan's autonomy, INGOs have reported more unmistakable levels of government examination of their activities and goading by security staff, particularly when they partake in advancement or distinctive ventures that difference from or are regardless of the administration's tasks. It is fundamental for INGOs, the government, and diverse accomplices to go to a cognizance about the different extents of activities of INGOs and the essential part INGOs can play in prevalence based and monetary change of South Sudan. This would ensure that any new NGO law is engaging and that the government executes it in an enabling way.

1.1.6 Catholic Relief Service, South Sudan

In 1943, the Roman Catholic Bishops of the United States built up Catholic Relief Services to war-torn Europe and its exiles recoup. Amid World War II, CRS' work concentrated on the resettlement of war displaced people in Europe. Catholic Relief Services has worked in South Sudan since 1983. For about 25 years, CRS upheld the general population of South Sudan with crisis help and struggle alleviation in the midst of a time of delayed common war. Ahead of time of the nation's autonomy in July 2011, CRS expanded help to fundamental administration conveyance while scaling up its endeavors to fortify common society and decrease the capability of contention around the 2011 choice. Taking after independence, CRS worked to convey expansive scale recuperation and improvement in ranges without essential administrations for more than 50 years. They have advocated for effective, responsive and equitable governance. Like most of the International NGOs operating in South Sudan, CRS have been receiving lots of donations year after year for its South Sudan programs since 2011. This is, and had been attributed to its outstanding performance in providing humanitarian services to the expectations of the Donors.

With these lots of donations, CRS recently managed to achieved the following in all its sectors in South Sudan; agriculture and livelihoods: CRS met the seed needs of 4,037 vulnerable households through 12 seed voucher fairs. CRS also mobilized 1181 local seed sellers, half of whom were women, education: CRS constructed four schools and built the capacity of the government and local communities to support education efforts, emergency preparedness and response: In addition to undertaking emergency responses in Abyei in 2009 and 2011, CRS leads two major Caritas Internationalist emergency preparedness and response programs in collaboration with other Caritas Member Organizations, aimed at strengthening the humanitarian

response capacity of Diocesan partners. Governance: CRS leveraged its broad accomplice system to disperse voter rights and voting techniques coming to an expected 1.4 million voters in South Sudan through initiatives funded by USAID, through the National Democratic Institute. Water, sanitation and hygiene: CRS has provided clean water, sanitation and hygiene education to over half a million people throughout South Sudan. Health: CRS supported its partner, Sudan Medical Care, to provide quality health education, antenatal care and form village health committees for up to 200,000 people. Microfinance: In 2011-2013 CRS South Sudan will facilitate the formation of 180 savings and internal lending communities (known as SILC groups), mobilizing financial resources for 3,600 women, youth and vulnerable populations. Peace building: CRS enabled the High-Level Discussions September 2010, a step through which religious leaders worked together with President Salva Kiir and other high-ranking state officials to map and pledge to a common action plan for conflict resolution. Also, CRS supported a “101 Days of Prayer towards a Peaceful Referendum” campaign that united church, government, military and nongovernmental organizations in approaching the referendum period non-violently.

1.2 Research Problem

Given the dynamic environment and proceeding with bits of knowledge into source of organizational performance, profit motive and not for profit motive are occupied with a steady survey of what they do and a look for methods for achieving their objectives viably. Organization behaviour writings have perceived the significance of culture in this pursuit, and recognize it as a key asset for spurring and streamlining the efficiency of the human capital.

More than any other component, culture defines the character of an entity and it impacts administrative decision making, strategy decisions and the quest for market prospects in a way that imprints one organization from another. All the more basically, organization culture is the thing that decides the path individuals from an association cooperate with each other and outsiders (Malhotra, 2011).

Nevertheless, the growing profile of international NGOs in recent times has been most manifested in their role as a major development cooperation agent in the post independent era in South Sudan and in Africa in general. They not just cross over any barrier amongst government and the group, yet basically help in encouraging the supply of contributions to the administration and administration forms, intervention between individuals, creation and sustenance of broad political mindfulness, organizing, data spread and approach change (Togbolo, 2005). It is worth mentioning that the performance of such organization decides to a substantial degree their capacity to pull in and raise financing and other support from backers and improvement accomplices. To prevail in their general objectives, unmistakably these associations need to comprehend the general progression of the zone and framework in which they work which I seek they are doing after the instance of South Sudan. They additionally should have the capacity to survey, assess and even reshape their organizational culture for operational productivity and successful execution (Reiman and Oedewald, 2002).

In South Sudan, some NGOs have demonstrated sound management practices characterized by good governance practices, quality staff, having clear visions and missions, financial stability among other factors (Kenya NGOs Management Policy, 2004). However, a good number of INGOs have not been able demonstrate similar characteristics and are facing management related problems or have closed down

(Kenya NGOs Coordination Board, 2008). Further, most of them are faced with the possibility of collapse from the effects of changing economic environment in the donor countries which calls for effective management and governance practices to ensure survival if not stability or growth (Anan, et al, 2008).

In relating organizational culture to performance, a few organizations have throughout the years created societies which improve their prosperity, while others have been not able do as such (Robbins, 2006). In perspective of this, where the way of life is sufficiently solid, it will either have positive or negative ramifications for the association. Without satisfactory information and consciousness of the nature and impact of the organizational culture, management may not adequately use this essential figure its basic leadership forms towards enhanced general organizational performance.

While the influence of organizational culture on the performance has been widely discussed within organizational theory and management, it has received far less attention within non-governmental sector research and wider development studies (Lewis 2002), and more so in the context of South Sudan. It is on this background that this study seeks to establish the effects of organizational culture on the performance of Catholic Relief Service in South Sudan. Thus, the following questions were formulated to guide this study: Why many international non-governmental organizations are not succeeding in achieving their objectives in South Sudan? How organizational culture influence major organizational processes at Catholic Relief Services? What are the main impediments and barriers to Organizational Learning (OL) and how could they be surpassed?

1.3 Research Objective

The research objective of this study was to determine how organizational culture influences the organization performance of Catholic Relief Service in South Sudan.

1.4 Value of the Study

This study is beneficial in a number of ways:

First, it will help academicians and researchers inspired by issues relating to organization culture, and its relationship to organization's performance in non-governmental organizations, especially in South Sudan.

Secondly, it will contribute both the international and national NGOs, Community Based Organizations (CBOs) administration ,in making of policies, principles, guidelines and processes that are ingrained in organization culture for undertaking strategic planning that positively relates to company or organization performance in their daily operations.

Finally, it will acts a valuable asset for the legislature in comprehension the need and handiness of receiving appropriate and flexible organization culture that ensures improved organization performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter explored the literature about the influence of organization culture on the performance of international non-governmental organizations.

2.2 Theoretical Foundation

Organizational culture is a to some degree vague idea that catches diverse portrayals and structures. Harmony in its precise meaning, content and measurement is undermined by worldview contrasts. These differences and concurrence are therefore discussed under the theories below.

2.2.1 Schein's Organizational Culture Theory

The theory proposes that organization culture is a learning result of group's encounters, and in this way it is generally an oblivious procedure (Schein, 1992). Organization culture exemplifies the solutions made by an organization to stand up to or handle the demands postured by its principal undertakings (Reiman and Oedewald, 2002). Culture is something that advances and develops after some time and in that capacity can't be effectively forced on a framework. Endeavours to compel on a particular sort of culture may really result in negative results (Kunda, 1992). This basically makes culture an innovation of a group, instead of a current occurrence that can be found, recognized or discovered. This innovation comprises of three related segments: ideological – the thoughts, convictions, values and a meaning of what is correct or wrong, alluring or undesirable; technological – the abilities, expressions, specialties, relics and procedures that authoritative individuals use in creating products and ventures; and, consumer – the frameworks, for example, the family, religious, social, proficient and different groupings that bolster human presence and

cooperation between individuals (Makwana, 2011). This set of cultural of social segments constitutes a framework inside which individuals get to be impacted through their socialization specifically gatherings and settings (Luna and Gupta, 2001). Hofstede (1997) reinforces this contention by suggesting that culture impacts behaviour through its sign in the qualities, customs, legends and images that are found in an association.

Besides consisting of three components, culture is also categorized by three discernible strata (Schein, 1992). The main layer comprises of the: visible organizational processes – clothing regulations, propensities and other behavioural signs, for example, non-appearance, mischance rate and congruity. Incorporated into this layer also are the organization's data management frameworks, quality, working, monitoring and control systems and other artefacts. These parts work at the superficial layer and express the organization's fundamental social depiction. Despite the fact that the parts of this layer basically exude from inside, they may however be affected by elements other than the organization's culture. The second layer of culture is comprised of the organization's espoused values – the mission, vision, objectives, targets, arrangements, strategies, rules, strategies, methods and different arrangements went for deciding the official standards and concurred course of the organization. The embraced qualities are the instruments a firm depends upon to give answers for its exceptional needs. These components ought to hence shape an organization's basic leadership and administrative actions. In any case, organization individuals' actions may be sometimes be at change or in absolute inconsistency with the espoused values. Naturally, an organization's actual culture may not generally be deduced from them. Surely, organization's individuals' activities are affected by the espoused values, as well as by circumstance particular, individual and other non-association related

elements. The third layer of organizational culture is comprised of the hidden presumptions of the firm.

2.2.2 Deal and Kennedy's Framework

Deal and Kennedy (1982)'s framework defined organizational culture as the way things complete around the organization. They argued that common values affect organizational performance and go about as a casual control framework that notify people what is anticipated of them. This model concentrates on how rapidly the organization gets response, the way individuals are remunerated and the level of perils taken (Deal and Kennedy 2010).

The first type of organizational culture is 'buckle down, play-hard culture'. This culture dissected the fast info or reward and okay. It contemplated that the stretch begins from measure of work instead of flimsiness or the abnormal state of stimulation. Second, 'Intense person macho' culture watches that stretch originates from high hazard and potential misfortune or pick up of reward by concentrating on the present than the more drawn out term conceivable outcomes. Third, handle culture watches the wellsprings of low push are trudging work, solace and security as stretch originates from inward governmental issues and the framework. At last, 'wager the organization culture' watches the high hazard stretch which for the most part starts from long haul arranging.

2.2.3 Denison Model

This model emphasized the significant organizations between cultural practices of any organization and its performance. The link between the variables in question is therefore highlighted below. Denison model (1990) comprises four general dimensions; the first dimension is mission, key directions, objectives and targets of

the association. Second is adaptability which advocates at making change, client focus and the institution's learning of itself. The third dimension is association examination the strengthening, group introduction and capacity advancement of the organization.

This adaptability is a cultural characteristic that is positively related to organizational effectiveness and premised on the reality that culture is one of the main means by which organizations are familiarly linked to environments. Ultimately consistency investigation is the primary qualities and agreements of the association and the worker, this model takes a gander at the externally or internally of the association culture (O'Reilly, Chatman and Caldwell, 1991).

2.2.4 The Double S Cube Model

The Double S Cube model is a two by two grid that distinguishes four cultures by relying upon high and low solidarity and friendliness. Solidarity is which individuals think together in a similar ways, apportioning errands and mutual interests. In the model there is progressive and adverse result. To begin with positive solidarity takes care of business efficiencies and effectively and while negative solidarity does mind others and there is abnormal state of inside misunderstanding or wasteful self-intrigue (Goffee and Jones, 1998).

Second sociability is about shared value and sympathy toward ones associates as the main impetus for this is feeling. Taking a view at the positive sociability where individuals help each other to succeed on the other hand negative sociability conceals for other individuals and enduring poor performance for companionship or hiding any hint of failure face. At the point when there is a low sociability, there is a more prominent task attention (Goffee and Jones, 1998).

In this model the two measurements of sociability and solidarity are set and four cultures: The first is communal culture takes a gander at the emphasis on up personal correspondence and profoundly unmistakable of corporate images. The second is the place the divided culture takes a gander at the interchanges between the general populations in organization, that by convey by having little talk or concentrated on particular subjects. At the point when the divided organization is low sociability and solidarity this appears to abandon it rudderless and ungovernable. Third is the organized culture which takes a view at the open physical spaces including social ranges, talk additionally including casual gatherings, associating amid work hours and consideration regarding conveying? At the point when the arranged association that has high amiability is by having standard discussions and running lunch with partners and having parties outside work environment and low solidarity is the inverse of high sociability. Finally is the mercenary s culture which takes a view at not especially inviting but rather individuals do require each other to complete the work. At the point when the hired soldier association with high solidarity it centred fierce and have low sociability.

2.3 Empirical Studies and Knowledge gaps

Organization Culture is prevalent and varies as it supplements administration's sound instruments, for example, the hierarchical structure, managerial strategies and methods, data frameworks, innovation and procedure. Culture additionally underpins the execution of an association's methodology or sought changes in the technique, generally as it might obstruct the effective usage of same (Wright and Noe, 1996). It is in this way hard to get away from the influence of organizational culture on the performance of an organization.

A few organizations have throughout the years created cultures which improve their prosperity, while others have been notable do as such (Robbins, 2006). In connection to this, where the way of life is sufficiently solid, it will either have positive or negative ramifications for the association. Without satisfactory information and familiarity with the nature and impact of the organizational culture, administration may not adequately use this vital consider its basic leadership forms towards enhanced general organizational performance.

Wrigley B. (2005) conducted research to establish the impact of the UNHCR organizational culture and its effects on its performance. He stated that organization atmosphere alludes to personals' recognitions about the route in which their work environment capacities, including their experience of, for instance, authority and administrative practices, key arrangements, interpersonal progression and correspondence, and the passionate tenor of the work environment. With a particular attention upon these components, the examination dissected an extensive variety of hierarchical issues from the point of view of their cooperation with association culture, atmosphere and progression. Through the discourse and examination, the report stresses that absence of consideration regarding social elements guarantees restricted accomplishment in any change attempts, brings down organizational morale and decreases the general effectiveness of the organization.

A broad study by Ogbonna and Harris (2000) gave intriguing and more profound bits of knowledge into the relationship amongst culture and execution by uncovering the particular culture sorts that encourage such affiliation. Their outcomes demonstrated that each of the four measures of organization culture was related somehow with corporate performance. More particularly, inventive and aggressive culture directly

affected performance and represented around 25% of the difference in organization performance.

Both forceful and imaginative societies were remotely orchestrated as per the assumption that organizational culture must be adaptable to external environment for a kept up upper hand. The bureaucratic and gathering societies, which were inside masterminded, were not clearly related to performance. The study was drawn out in 2002 when the analysts examined the association between market introduction, organizational culture, imperative human resource organization and hierarchical execution. Ogbonna and Harris used vague measures as in the past study, and found that forceful and imaginative social orders essentially influence execution, while assemble and bureaucratic societies were not related to performance.

From all the exhibited studies, we can see that every one of the researcher have effectively demonstrated that there is a solid relationship between organization culture and organization performance. The positive relationship between the variables is comparable regardless of where the organization puts up. The relationship may be solid or weak relying upon the setting of the study yet these organizational culture and performance dependably have a positive and reliable relationship.

This research basically proposes to establish the extent to which organizational culture facilitates the performance of Catholic Relief Service in South Sudan. In pursuing this objective, the researcher will specifically examine the extent to which culture influences: the number of people served throughout South Sudan and access to funding internationally.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section includes the research design, the examination tools and instruments, information gathering strategies and data analysis. A mix of every one of these parts has lead to the outcomes whereupon conclusions have been made. Research methodology therefore provided a framework under which the study was conducted.

3.2 Research Design

A qualitative case study design was used. It is an approach to research that focuses on gaining an in-depth understanding of a particular entity or event at a specific time. Carla Willig (2008) asserts that “case studies are not characterized by the methods used to collect and analyze data, but rather it focuses on a particular unit of analysis: a case.”

The study, at some point during the research, also adopted a descriptive survey design to assess how organizational culture influence organizational performance. Descriptive survey was utilized as a part of preparatory and exploratory studies to permit the analyst assemble data, abridge, exhibit and decipher it with the end goal of elucidation. It additionally permitted the specialist to portray record, break down and report conditions that existed. This plan permitted the analyst to produce both numerical and unmistakable information that was utilized as a part of measuring relationship between's factors. Descriptive survey research was expected to deliver factual data about the fulfilment and perspectives of staff of Catholic Relief Service and partners on their association's execution.

3.3 Population of the Study

Data for the study was obtained from Catholic Relief Service's main office in Juba and in Jonglei State (one of the ten States of South Sudan) field offices. Stratified Random Sampling Technique was used to select the respondents from the employees of CRS within the specified offices. The three levels of the organization; Operational, mid-level and senior managerial levels formed strata through which respondents were randomly selected. At least 25 employees were interviewed depending on their availability.

3.4 Research Instrument and Data Collection

This study used interview and observation guides to collect qualitative data required for the study. Qualitative research comprised of detailed notation of conduct occasions and settings encompassing the occasion and conduct. The researcher used one measurement clandestinely with the full information of those being watched or with just some of those being watched mindful of the perception. The researcher experienced the inquiries with the respondents in CRS to guarantee a typical comprehension of the inquiries and capacity to answer them effectively. They were both opened and shut finished.

Observation and interviews schedules designed were used to collect primary data for the study. All interview guides were printed and administered by the researcher to the respective respondents to obtain immediate feedback. Besides, secondary data was also collected from the organization's archive then reviewed. The researcher carefully considered the reliability and validity of these secondary sources as it was provided by the management of Catholic Relief Service. Data collected was assembled and stored in both hard copies and soft copies for further analysis. The study also adopted

the exploratory research approach in exploring the impact. The data collection process was estimated to take approximately four weeks.

3.5 Data Analysis

This section provided a brief prologue to qualitative content examination as a content investigation strategy that was utilized. This is the methodology for the arrangement of verbal or behavioral information, for reasons for grouping, outline and organization. Content investigation includes coding and grouping information, likewise alluded to as classifying and ordering and the point of setting examination is to understand the information gathered and to highlight the imperative messages, components or discoveries. The presentation focused on qualitative content analysis, with other approaches being touched only marginally.

Once the information was gathered after field work, the scientist altered and counter checked finish of inquiries keeping in mind the end goal to distinguish things which may have not been properly reacted to.. The outcomes was incompletely exhibited in organized frame for simple elucidation. From the meetings, information was filtered through, sorted and coded. Subjective information produced from inquiries was sorted out into topics, classifications and examples applicable to the study. This had helped in identifying information that was relevant to the research questions and objectives.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis, interpretation and presentation of the study which was on the effects of organizational culture on the performance of Catholic Relief Service as an International Non-Governmental Organization, with South Sudan being the context of study. The qualitative data was analyzed by use of content analysis and being strictly guided by a set of questions in regard to the study objective.

4.2 Response rate

The data used in the analysis were restricted to the period between 2005 and 2016 in carrying out this study. The reason being that this was the period Catholic Relief Service scaled up its operations in South Sudan. The study targeted a total of 25 respondents who were to be identified across various level of management at Catholic Relief Service-South Sudan Program. Out of these, 4 were from the top management while 14 interviewees were from the mid-level management and 3 where from operational level. The remaining 4 didn't turned up for interview after being selected.

Table 4.1 Response rate

	Frequency	percentage
Responded	21	84%
Not responded	4	16%
Total	25	100%

Source: Researcher (2016)

4.3 Demographic information of the Respondent

The study necessitated the respondents to indicate their respective role and responsibility in the Organization. According to the study findings, 16% of the respondents who participated in the study were top level managers, 56% were middle level managers and 12% were from the operational level. This denotes that respondents were cross-cutting along the management pyramid. However, the majority of respondents were from the middle-level management. This is because most the respondents were willing to be interviewed at this level than those at top level management, and they showed a high level of understanding of the concept of organizational culture compared to those at the operational level.

The study also investigated the duration at which the respondents spent in South Sudan working for Catholic Relief Service. According to the research findings, the study established that most of the respondents had served in Catholic Relief Service for a period of 5 years and below, while few of the respondents said that they had served for over 5 years, far much beyond 2006. This is an indication that most of the respondents had work experience of 3-5 years they had served in Catholic Relief Service- South Sudan. This experience, though not too much enough, proved to be valuable as indicated by the data collected.

Table 4.2: Length of stay at CRS South Sudan

Length of stay	Frequency	Percentage (%)
1-5 years	17	68%
6-9 years	03	12%
10 years and above	01	04%
Total	21	84%

The respondents were required by the study to state their highest level of education. On this question, 61% of the respondents said that they had university graduate degrees, 7% had university master's certificates, 30% middle college level certificates and 2% PhD level education.

4.4 Organizational Culture and Organizational Performance at Catholic Relief Service (CRS)-South Sudan

4.4.1 Employees' Views on Organizational Culture.

The respondents were required by the study to indicate their understanding of Organizational Culture concept. On this question, 38% of the respondents indicated their understanding on organizational culture as a key tool to sustainable organizational performance that incorporated the short term goals of the organization into long term goals. 24% of the respondents said that organizational culture is about practically valuing employees and provide flexibility to people based on their life situations if the organization interested in focusing on sustainable and high level performance, and that organization should focus on dedicated staff at all levels of the organization. The greater part of the respondents trusted that organization culture is an idea whereby organizations consider the interests of the general public by assuming liability for the effect of their activities on clients, workers, shareholders, groups and the earth in all parts of their operations.

Further, organizational culture was said to be all in regards to assessing society's needs and discovering more successful approaches to fulfill existing and foreseen requests keeping in mind the end goal to manufacture more maintainable organizations.. 19% of the respondents said that organizational culture is about delivering improved stakeholders' partnership, providing superior service delivery to

the beneficiaries, building trust and credibility in the society in which the organization operates, and becoming more sustainable over the longer term. 7% of the respondents also said that organizational culture is not only about the beneficiaries being served by the organization but it is also about considering the needs of the employees of that particular organization.

4.4.2 Factors that have contributed to the emergence of organization culture within Catholic Relief Service

Respondents were required to state whether they can highlight factors that have contributed to the emergence of strong organizational culture within Catholic Relief Service. To this question, 60% of the respondents indicated that the guiding principles of the agency are anchored in Catholic Social Teaching, this act as an important touchstone to all that the organization does. The respondents who sometimes worked in other organizations said similar principles don't exist. They also said that working with colleagues who in the main believe very much in what they are doing is a big attraction for most of them. The respondents said that CRS guiding principles are drawn from this rich convention of Catholic good and social educating, and eloquent qualities that are regular crosswise over numerous religious and social customs.

These principles, according to the respondent, act as a manual for what a simply world may seem as though, they express values that are shared among individuals who try to advance and work toward genuine equity and enduring peace. 56% of the respondents managed to mentioned these CRS guiding principles off head as; Consecration and Dignity of the Human Person, Rights and Responsibilities, Social Nature of Humanity, The Common Good, Subsidiary, Solidarity, Option for poor people, and Stewardship.

The respondents indicated that there is a space at CRS to take responsibility for initiatives which encourages creativity and a strong sense of ownership around work activities; it can feel quite liberating for the employees. To most of the respondents, this acts as a foundation for a strong organizational culture Catholic Relief Service is enjoying. According to the data obtained, 33% of the respondents also said that Catholic Relief Service is generally staff/family friendly. One of the respondent gave a scenario where Catholic Relief Service has been so supportive; at the onset of 2013 conflict in South Sudan, CRS decided to go past it policy and provided 2 months' advance salaries for all the staff working for it. this was a great support that staffs are still appreciating to date. Most of the staff who felt supported by the organization tried their very best after crisis to ensure that they perform extremely well as the payback to the organization who stood with them during the difficult moments. There is also a great deal of support for personal growth through annual personal development planning.

According to the data acquired, the respondents trust that CRS has an unmistakable culture as a consequence of solid union encompassing, and profound responsibility to, their central goal and qualities. The office technique gives the chance to expand on the strengths of its conventions while producing new methodologies that are to draw out the best in its culture and individuals to serve the association mission and go about as one organization. For CRS to be more prominent than the entirety of its parts, the respondents trust that the association ought to advance develop comprehension of and make new chances to praise its mission and Catholic personality over the office and to cultivate more successful coordinated effort and communication crosswise over divisions and between the field and headquarters.

The data obtained from CRS agency strategy (2014-2018) stressed that strong organizational culture at Catholic Relief Service is about achieving operational excellence. It is clearly stated that the “continually improving organizational efficiency and effectiveness in a spirit of collaboration, innovation and good stewardship of resource is an ongoing and essential part of CRS organization culture”. Parts of this work incorporate organization responsibility to streamlining and institutionalizing center business processes and guaranteeing ideal utilization of agency systems to encourage learning administration and sharing, joint effort crosswise over groups and geologies, astounding examination and reporting, adjusted operational arranging and all around educated basic leadership.

4.4.3 Strategies Catholic Relief Service has put in place to develop or improve its culture

Partnership and cross-sectoral integration: According to the data obtained in regard to the above question, the respondents indicated that Catholic Relief Service has an overarching strategy that provides them with a good sense of direction over time and help in improving organizational culture. 10% of the respondents, according to the data gathered, mentioned partnership and cross-sectoral integration as one of the strategies CRS has adopted around the world, and more so in South Sudan. 30% of the respondents stressed that in South Sudan, as somewhere else, CRS depends on its solid associations with neighborhood Church and mainstream associations, the host government, non-legislative associations, and global offices to proficiently and viably convey administrations to those most in need. They said that the priority of CRS most of the time is to help bolster the technical, managerial, and financial capacities of its partners, as it collectively works towards greater sustainability. The respondents said that the relationship between the government of South Sudan and CRS is

exceptionally good compared to the relationship between the same government and other international NGOs that are operating in South Sudan. This is because CRS have considered its relationship with its partners as the keystone for its success.

Global Brand Management: According to the secondary data obtained, CRS have been, and is still working, on enhancing an office wide activity to fortify its capacity to impart an intelligent and reliable picture of their identity, what they do, how and where they do it and the outcomes they accomplish to their numerous partners, including staff, contributors, accomplices, specialized systems and constituents back in the United States and in the 91 nations in which they serve.

43% of the respondents indicated that CRS has established itself in South Sudan as an organization that is working for the right cause among numerous INGOs that are currently offering in South Sudan, and more so after South Sudan gained its independent in 2011. The respondents indicated that Catholic Relief Service won an award of \$54 + millions in the name of Jonglei Food Security Program, probably the biggest USAID funded project in the region from 2011-2016. The respondents attributed this funding of the project as trustworthiness gained by CRS from the donors. The respondents also indicated that CRS has established its name to both the government of South Sudan and to the local populations (Beneficiaries). CRS is always hopeful in furthering its brand by radically engaging and effectively communicating about their work, and by doing so, they would like to: connect their stakeholders in South Sudan intellectually, sincerely and profoundly to CRS, urging them to wind up more profoundly included and be completely mindful of their central goal, realize regard for the qualities they advocate for, the nature of their work, the respectability and duty of their staff, and the quality of their connections , position

themselves among both the host and the giver governments and establishments as an organization that conveys comes about, particularly for their program ranges.

Staff Engagement and Development: 60% of the respondents said that CRS has an overall objective of continuing to be competitive and effective, and this is by ensuring that their approach to people and organizational culture must lead to excellence in all aspects of their work. The respondents indicated that CRS always needs individual staff members with the skills and capacities to meet the constantly evolving demands of their work. They stressed that CRS is aspiring to make an incorporated and part based workforce advancement program attached to execution and vocation administration. The respondents said that there has been a new policy in support of this that gives each staff an allocation of \$6,000 for their study as well as 10 study leave days a year. This has encouraged most of the staff to enroll on Distance learning programs. The respondents, according to the data obtained also indicated that the organization is aiming at maximizing innovation and different ways to deal with bolster mixed and separate learning educational module that can achieve staff over the organization through what most of the respondents referred to as CRS Learnt; an agency learning and interactive forum that is only accessible to CRS employees globally. The respondents also said that CRS is fully committed to more innovative inside correspondences to encourage the staff's capacity to comprehend the organization's vital needs and how they can add to their effective usage.

Accountability: The data obtained in the present study also highlighted the accountability as an important factor to enhance organizational culture at CRS South Sudan. The respondents demonstrated that to reinforce the responsibility for results to organizations partners and inside, organization needs to fortify its performance management system to encourage arrangement of divisional, group, and individual

objectives and goals to organization vital needs. To bolster the capacity of agency leadership and staff to add to the outcomes the organization looks for, CRS South Sudan needs to make a structure of pointers to catch and routinely screen and upgrade advance on technique usage. This finding agrees with the previous finding that accountability is a source of strength because it is definitely the extensive variety of connections and contacts which INGOs keep up and should react to which permits them to produce an imagination in light of various points of view and an adjust of various interests.

Strategic Leadership: Most of the respondents indicated that strong organizational culture by CRS South Sudan is being attributed to strategic leaders the organization have been employing at the topmost of the organization's management for the last 10 years of their operations in South Sudan. 37% of the respondents indicated that these strategic leaders sustain an effective organizational culture and infuse ethical value systems into an organization's culture. Through their managerial wisdoms, these strategic leaders as well influence organizational learning capacity which thereafter translated into outstanding performance by CRS South Sudan. Despite unpredictability of political landscape in South Sudan, these leaders, according to the respondents, have been able to take the right actions at the critical moments based on their well calculated anticipation and understanding of the environment they operated in. This had been justified by how they handled both recent crisis in the country. Relatives to other top managers of other INGOs operating in South Sudan, CRS top managers have been able to make sense out of different and possibly contradictory information and scenarios in solving some of the most pressing problems.

4.4.4 Whether Catholic Relief Service is being considered as a successful humanitarian organization in South Sudan.

According to the data obtained, 68 % of the respondents indicated that CRS is leading in it is definitely the extensive variety of connections and contacts which groups keep up and should react to which permits them to produce an imagination in light of various points of view and an adjust of various interests brought about by the long civil war between Sudan and South Sudan. The organization is also assisting South Sudanese stakeholders at all levels to identify threats to peace and manage conflicts effectively. The respondents also indicated that CRS South Sudan is by far, relative to other NGOs operating in South Sudan, helping civil society to actively promote transparency, accountability, and effective service provision, and empowering women and youth to participate in all facets of life to achieve their full human potential. The data also revealed that CRS South Sudan has a diverse programming portfolio compared to other humanitarian organizations operating in South Sudan; these incorporate agribusiness, instruction, crisis readiness and reaction, management, wellbeing, microfinance, peace building, and water, cleanliness and sanitation In conclusion, 72% of the respondents rated CRS is one of the most successful international NGOs currently operating in South Sudan.

Table 4.3 The below information indicated how the respondents highly rated CRS performance in relation to other charity organizations performing similar types of working in South Sudan.

Organization Name	Overall Score
Catholic Relief Services	94
Lutheran World Federation	87
Pact Sudan	84
Oxfam	82
Save the Children	80

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusion and recommendations of the study which was on the influence of organizational culture on the performance of catholic relief service in South Sudan. The findings have been discussed based on the questions that were spelt out in the interview guide. However, not all the questions in the interview guides were discussed, so the discussion was on; demographic data of the respondent, respondents understanding of the organizational culture, factors that influence the organizational culture, the strategies Catholic Relief Service has put in place to develop or improve its culture, and whether the respondents considered CRS as a successful humanitarian organization in South South.

5.2 Summary of the Findings

The findings of this study have shown convincingly that hierarchical culture is altogether identified with the execution of Catholic Relief Service with South Sudan as the setting of study. In spite of the fact that the different studies that have so far been completed outside South Sudan on the relationship between hierarchical culture and performance have utilized a wide cluster of research factors as parameters for looking at the connection, as showed in the writing, it is educational that few of the discoveries have possessed the capacity to set up connections of changing degrees between both arrangements of factors (Denison, 1984; Kotter & Heskett, 1992; Marcoulides & Heck, 1993; Ogbonna & Harris, 2000, 2002; Ojo, 2009).

The present study revealed that multiple cultures exist within CRS- South Sudan. The findings indicated that the respondents' views on organizational culture range between CRS South Sudan's employees' deep commitment to organization mission and values as well as on organization responsibility to streamlining and institutionalizing center business processes and guaranteeing ideal utilization of agency systems to encourage information administration and sharing, coordinated effort crosswise over groups and topographies, amazing examination and reporting, adjusted operational arranging and all around educated basic leadership. This is in support of Schein's Organizational Culture which stated that culture is characterized by three discernible layers; organizational processes, organizational espoused values and the underlying assumptions of the organization (Schein, 1992). Therefore, the study pointed out a 'multiple cultural configuration view', which sees organizational cultures as mixtures of cultural manifestations at different levels and of different kinds at Catholic Relief Service- South Sudan. In this view, distinctive societies and sub-societies cover in a hierarchical setting with calling, sex, class or ethnic gathering. Most of the respondents believed that this set of organizational Culture within Catholic Relief Service enhance innovation and creativity and it's accommodative in nature, hence help in improving the overall organizational performance.

The findings likewise concur with the determination that a solid and discernable organizational culture prompts to great organizational performance, emerging from prior exact studies did by Robbins. It's shown in this past study that a few organizations have throughout the years created societies which improve their prosperity, while others have been notable do as such (Robbins, 2006). In connection to this, where the way of life is sufficiently solid, it will either have positive or negative ramifications for the organization. Without satisfactory learning and

consciousness of the nature and impact of the authoritative culture, administration may not adequately use this essential consider its basic leadership forms towards enhanced general hierarchical execution. However, the respondents in the present study indicated that the best organizational performance by CRS South Sudan is attributed to its strong organizational culture as indicated in the data obtained. As this study revealed, the perception of the way things are done at Catholic Relief Service South Sudan is a major factor that influences or reinforces a decision by most of the donors to provide funding to CRS.

This study likewise touched little on the part of a pioneer of one of the greatest CRS programs in South Sudan, that is Jonglei Food Security Program (JFSP), however it would appear from easygoing perception that the "alluring" pioneer is an indispensable segment of numerous INGOs, especially in its initial years. This study found that the achievement of Catholic Relief Service in South Sudan had a tendency to have motivational and persevering authority, which could manage the organizations through emergencies and give a reasonable ability to know east from west while permitting space for activity and thoughts from all through the association and its customers. Notwithstanding, possibility hypotheses of initiative – which push setting as opposed to any characteristic human characteristics of administration – can likewise be seen to be imperative for NGOs and this has been reflected in the finding. In South Sudan setting, a portion of the real NGOs' pioneers are obviously charming people bolstered by their class foundation, societal position and levels of instruction. In any case, this pioneer of Catholic Relief Service draws some of her energy from logical variables, for example, having been an instructor and a helpful laborer in the then Sudan and in South Sudan in the pre-autonomous period.

The study also found out that the staff empowerment strategy by CRS helped in guiding the effectiveness of the organization to the highest level relative to other INGOs operating in South Sudan. According to the data obtained, the general view is that 'staff advancement' is about preparing them or including staff, as well as about "engaging" them, and making 'voice'. As the Country Director remarked: Catholic Relief Service (CRS) South Sudan is here to convey service. The most essential individuals in that administration conveyance are the field specialists (they are the most vital individuals in the association from various perspectives). Space must be made for those individuals to have a voice in the association. The finding demonstrated that CRS South Sudan is focused on working up neighborhood staff limit, and specifically, to making the conditions vital for its culture to achieve sustainable development through good performance.

The findings didn't only revealed accountability as a key element to a discussion of relationships between organizational culture and the organizational performance of CRS South Sudan, but also indicated accountability as a relational concept which has been observed as more of a potential strength instead of being a source of weakness as it's the case for many other INGOs operating in South Sudan. In support of this finding, Hulme and Edwards (1997) also showed, the lack of attention paid by INGOs to questions of accountability and the dangers of over-accountability to government or donors at the expense of 'downward' or 'sideways' accountability to clients. However, the present study also indicated that there is a big challenge to CRS South Sudan in being accountable to the government or donors without compromising the accountability to the beneficiaries or the whole society they are operating in. Most of the respondents indicated that CRS South Sudan accountability is more inclined to the donors and the government than to the beneficiaries and the society as a whole.

5.3 Conclusions

The CPA not just denoted the initial step headed straight toward autonomy for South Sudan six years after the fact in 2011, additionally gave a chance to NGOs to grow their exercises identifying with human rights, backing, and social administrations. In addition, compassionate associations progressively started to investigate human rights mishandle submitted by the Government of Southern Sudan (GOSS) and its ponderous security division. In the wake of this, CRS scaled up its operations to fill the crevice in administration conveyance that legislatures of South Sudan and other formal societal structures have been notable react sufficiently to. CRS impudence and profundity of contribution as improvement accomplice and facilitator of financial change in South Sudan is undisputable. As the nearby groups, and the administration of South Sudan, to more prominent degree, keep on increasing their reliance on the endeavours of CRS and other philanthropic organizations, the desire of better execution by them starts to rise strongly. This then made the need to firmly investigate the components that could encourage their adequacy. Since hierarchical culture has turned out to be immovably recognized as a key factor, it was basic to inspect and comprehend its effect on the execution of Catholic Relief Service.

This study clearly indicated that pursuing a strong organizational culture leads to better performance by Catholic Relief Service. The findings highlighted a number of culture variables to be of particularly influential value in driving the performance of Catholic Relief Service in South Sudan. These variables as prioritized by CRS call for a high-performance organizational culture characterized by the norms, expectations and codes. These included: CRS as one agency, operational excellence, staff engagement and development, and accountability for outcomes accountability for results. According to the data obtained, the study has also convincingly revealed that

organizational culture does affect the performance of Catholic Relief Service in South Sudan. Since there was no enough research in regard to the association between culture and performance of CRS with South Sudan as a context of study, this study is hoped to stimulate those scholars who are interested in further research with South Sudan as the context of their future study.

5.4 Recommendations

This present study has indicated that there is a positive association between organizational culture and the performance of CRS South Sudan. This means that the increase on the amount spent on CSR enabled the company to reach most of its customers and the public at large through CSR projects. This study recommends that there is need for the management to ensure that all the employees at CRS gains deeper knowledge not only on organizational culture, but also on how it drives organizational overall performance. This will guarantee that the organizations desires and needs that require an elite organizational culture portrayed by the standards, desires and ethos of CRS doesn't simply stay in paper yet reflected through the execution of the staff.

With South Sudan as a dynamic context, CRS should capitalize on attributes of effectiveness that are consistent with their dominant cultures. Conversely, the appropriate culture choice depends on what dimensions of effectiveness are more important and relevant to the organization and the context of operation which is South Sudan in this case. The highlighted attributes in this present study may not be relevant in the long run and this might require CRS to be flexible sensitive in adopting cultural attributes that could be of high significant for long-term survival of the organization. There is also a need by CRS to critically look on the accountability which, according to the finding, is more inclined to the donors and the government than to the beneficiaries and the entire society.

The present study also recommends that CRS South Sudan should try to balance between organization's mission and the welfare of the employees. This is because not all the respondents were satisfied with how CRS integrates its mission and vision to its daily operations as well described by one respondent that CRS has a "Great Mission but with lots of work". The finding revealed that CRS is a great place to gain responsibility and get experience on your resume. Most employees are very dedicated to the mission and vision. However, it can be hard place to use or develop technical skills if you are a technical expert. Depending on the position there can be quite a bit of travel. You are often expected to work overtime in the office and on calls at night. Different offices are different. Some positions ask for too many qualifications.

5.5 Limitations of the Study

There are over 150 International Non-Governmental organizations currently operating in South Sudan, but this study only focused on one organization, that is, Catholic Relief Service. With this, the finding of this might not be representative of all INGOs in South Sudan. As indicated in the literature relating organizational culture to performance, a few organizations have throughout the years created societies which upgrade their prosperity, while others have been notable do as such (Robbins, 2006). In perspective of this, where the way of life is sufficiently solid, it will either have positive or negative ramifications for the organizations. As such, CRS South Sudan overall performance depends on a well-developed and radically pursued organizational culture which could not be the case for the other INGOs who pay less attention to their organizational culture.

The study faced both time and financial limitations. With geographical distribution of the respondents, the duration the study was to be conducted was limited and the energy that was needed to carry out the exceedingly comprehensive research was

wasted to some extent. The study, however, minimized these by conducting in-depth interviews that significantly covers the shortcomings of the study. The resources that were needed by the researcher were limited and therefore constrained the timely movement in conducting interviews. Nevertheless, the little money that was available was rationally used not to compromised the depth of the data that was to be collected.

5.6 Area for Further Research

The present study suggested that further research be carried out on the effect of organizational culture on the performance of National Non-Governmental Organization in South Sudan. Whether some of these national NGOs, like CRS South Sudan, also put more emphasis on organizational culture in achieving a distinct organizational performance is a question that needs to be investigated. The study also indicated a gap in using this finding by other INGOs operating in South Sudan, hence the need for further research on the effect of organizational culture on the performance of more than one INGOs in South Sudan. This research will clearly highlight how those INGOs that put less emphasis on organizational culture perform. The study also recommends that more research be done on the same topic, but with partners and beneficiaries being the respondents. This will indicate on what other people, aside from employees of the organization, know about the organizational culture.

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APPENDIX I: Introduction Letter



UNIVERSITY OF NAIROBI
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MBA PROGRAMME

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P.O. Box 30197
Nairobi, Kenya

DATE 3/03/2016

TO WHOM IT MAY CONCERN

The bearer of this letter KUANYI AMILIS JOHN

Registration No. 56174769/2014

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS



APPENDIX II: Interview Guide

SECTION A: General information

1. What words would you use to describe this organization? Give examples of each word.
2. What is your department?
3. Why is the work you do important?
4. What are you most proud of at this organization?

SECTION B: Organization culture and performance

5. What is your view of Organization culture?
6. On the basis of your view above, of what significance do you consider organization culture in respect to Catholic Relief Service?
7. In your view, how does organization culture influence the performance of the organization?
8. How can the impact of organization culture on organizational performance be measured in your opinion?
9. What factors have contributed to the emergence of organization culture within Catholic Relief Service?
10. Of such factors above (9), are there any you consider to be most instrumental? (Specify)

11. What impact does organization culture have on the staff of Catholic Relief Service?
12. Do you think the size of the organization influences the type of culture found in Catholic Relief Service?
13. What challenges does Catholic Relief Service face in its quest to develop an effective organization culture?
14. What are some of the strategies Catholic Relief Service has put in place to develop or improve its culture?
15. Leadership plays a great role in developing an effective corporate culture, is it the case with Catholic Relief Service?
16. In the ever changing operating environment we are currently in, how swift is Catholic Relief Service in embracing change for survival? (Adaptability).
17. Do you consider Catholic Relief Service a successful organization in South Sudan?
18. What should Catholic Relief Service focus on and pay attention to in order to improve its performance?
19. To effectively achieve its strategic objective, what principles in your opinion should guide how Catholic Relief Service works? Explain.
20. What key values, if followed, would help Catholic Relief Service compete and thrive?

THANK YOU