

# The Influence of Organizational Culture on Employee Motivation and Performance: Implications for HR Policy

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## Abstract

This study investigates the intricate dynamics between organizational culture (OC), employee motivation (EM), and employee performance (EP) within the context of NGOs and private companies operating in South Sudan. Utilizing data from 396 employees, the study employs structural equation modeling (SEM) to examine the direct and indirect effects of OC on both EM and EP. The findings reveal significant positive associations between OC and EM, as well as between OC and EP. Moreover, the study identifies EM as a mediator in the relationship between OC and EP. These results underscore the pivotal role of organizational culture in shaping both employee motivation and performance, highlighting the need for organizations to cultivate a culture that fosters engagement and productivity. The implications of these findings for HR policy and practice are discussed, offering valuable insights for organizations seeking to optimize employee performance in challenging environments.



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## 1. Introduction

In today's fast-paced and competitive business environment, organizations are continually striving to enhance their performance and maintain a sustainable competitive advantage (Girdwichai & Sriviboon, 2020; Muhammad et al., 2022). One critical aspect that significantly influences organizational success is the behavior and performance of employees (Iskamto, 2023). Recognizing the pivotal role that employees play in achieving organizational objectives, there is a growing emphasis on understanding the factors that drive employee motivation and performance (Neyazi et al., 2020). Among these factors, organizational culture stands out as a potent force that shapes employee attitudes, behaviors, and ultimately, performance outcomes (Elifneh & Embilo, 2023; Marewo et al., 2020). Organizational culture encompasses the shared values, beliefs, norms, and practices that define the identity and character of an organization (Iskamto, 2023). It influences how employees perceive their work environment, interact with colleagues, and approach their tasks (Girdwichai & Sriviboon, 2020). Moreover, organizational culture plays a crucial role in shaping employee motivation by providing a framework within which employees derive meaning from their work and align their efforts with organizational goals (Iskamto, 2023; Liga et al., 2021). Understanding the dynamics of organizational culture and its impact on employee motivation and performance is thus imperative for organizations seeking to foster a high-performance work environment and achieve strategic objectives (Elifneh & Embilo, 2023; Muhammad et al., 2022). This research paper aims to explore the intricate relationship between organizational culture, employee motivation, and performance, drawing on existing literature and empirical evidence to provide insights into the mechanisms through which organizational culture influences employee behavior and performance (Neyazi et al., 2020; Syahrudin, 2020). By shedding light on this critical nexus, this study seeks to offer practical implications for HR policy and practice, enabling organizations to leverage their culture as a strategic asset for enhancing employee motivation and driving organizational success.

Furthermore, the significance of understanding the dynamics between organizational culture, employee motivation, and performance extends beyond individual organizational success to broader societal implications. High levels of employee motivation and performance contribute not only to organizational profitability and sustainability but also to economic development and societal well-being (Chintalapti, 2021; Al-Kharabsheh et al., 2023). Motivated and engaged employees are more likely to deliver exceptional customer service, drive product innovation, and contribute positively to their communities (Chintalapti, 2021). Conversely, organizations with low levels of employee motivation and performance may experience decreased competitiveness, reduced customer satisfaction, and negative societal impact (Al-Kharabsheh et al., 2023). Therefore, by exploring the intricate connections between organizational culture, employee motivation, and performance, this study aims to provide valuable insights for HR policymakers, organizational leaders, and scholars to develop strategies that foster a culture of excellence, innovation, and inclusivity, ultimately benefiting both organizations and society as a whole.

Understanding the dynamics of employee engagement, performance, and organizational culture is essential, especially in contexts characterized by unique challenges and dynamics, such as South Sudan. In recent years, the literature has increasingly focused on exploring these relationships in various sectors within the country. Kenyi (2020) and Kenyi & Eliaba (2020) examined the banking industry, shedding light on the impact of job resources, job demands, and uncertain working environments on employee work engagement. Their studies highlighted the significance of job resources in fostering employee engagement, while also noting the detrimental effects of job demands and uncertain work environments. Additionally,

Lazaro (2022) delved into employee grievances and their impacts on institutional performance, offering insights into the complexities of employee dynamics within organizations in South Sudan. Moreover, Tomalin and Wilkinson (2023) explored the role of non-governmental organizations (NGOs) in humanitarian action, emphasizing the interactions between local faith actors and international humanitarian agencies. Their research underscored the importance of understanding local contexts and dynamics in shaping humanitarian responses, thereby highlighting the relevance of organizational culture and employee engagement in such settings. Furthermore, Wandera and Sang (2017) investigated financial management practices in NGOs, revealing the significant relationship between budget control, financial reporting, donor relationship management, and financial sustainability. These studies collectively underscore the intricate interplay between organizational culture, employee motivation, and performance in South Sudan, emphasizing the need for tailored HR policies and strategies to address the unique challenges and opportunities within the region's organizational landscape.

## **2. Literature review**

Organizational culture, a concept deeply embedded in the fabric of modern workplaces, has garnered considerable attention from researchers and practitioners alike due to its profound implications for employee motivation and performance. Understanding the intricate interplay between organizational culture, employee motivation, and performance is crucial for human resource (HR) policy formulation and organizational effectiveness.

Numerous scholarly inquiries have delved into the relationship between organizational culture and employee motivation, recognizing culture as a potent driver of employee attitudes, behaviors, and ultimately, performance. Iskanto (2023) elucidated the significant impact of organizational culture on employee performance, highlighting the pivotal role of a conducive cultural environment in fostering employee motivation and enhancing organizational outcomes. Similarly, Elifneh and Embilo (2023) underscored the influence of organizational culture on employee performance within research institutes, revealing a positive correlation between various cultural dimensions and employee effectiveness.

Moreover, empirical investigations have unveiled the mediating role of organizational culture in shaping employee motivation and subsequent performance outcomes. For instance, Girdwichai and Sriviboon (2020) explored the mediating effect of work environment and training on the relationship between employee motivation and performance, elucidating the nuanced mechanisms through which organizational culture influences employee outcomes. Their findings underscored the imperative for organizations to cultivate positive work environments aligned with cultural values to bolster employee motivation and performance.

Furthermore, studies have examined the impact of organizational culture on employee motivation and performance in diverse organizational contexts, ranging from academic institutions to public sector bodies. Neyazi, Mohsen, and Ebtekar (2020) investigated the influence of organizational culture on employee performance in the telecommunications sector in Afghanistan, shedding light on the sector-specific dynamics of cultural influence on employee outcomes. Similarly, Nasution and Priangkatara (2022) examined the effects of work discipline and work motivation on employee performance within governmental agencies, emphasizing the role of organizational culture in shaping employee behaviors and performance levels.

These scholarly endeavors collectively underscore the intricate relationship between organizational culture, employee motivation, and performance, highlighting the pivotal role of culture in shaping employee attitudes, behaviors, and organizational outcomes. By elucidating the mechanisms through which culture influences employee motivation and performance, these studies offer valuable insights for HR policy formulation and organizational strategy. However, while existing literature provides a rich foundation for understanding this relationship, there remains a need for further research to explore the nuances of cultural influence on employee motivation and performance across diverse organizational settings and cultural contexts.

Examining the interplay between organizational culture and employee motivation reveals the intricate dynamics that shape employee attitudes and behaviors within the workplace. Iskanto (2023) underscores the significant impact of organizational culture on employee motivation, highlighting the essential role of a conducive cultural environment in fostering employee engagement and commitment. Their findings suggest that organizational culture acts as a catalyst for motivating employees by shaping their perceptions, values, and beliefs about the organization. Similarly, Girdwichai and Sriviboon (2020) delve into the mediating role of the work environment and training in the relationship between employee motivation and performance, emphasizing the importance of creating a positive and supportive organizational culture. By examining the influence of organizational culture on employee motivation, these studies underscore the critical link between cultural factors and employee engagement, satisfaction, and productivity. Moreover, Nasution and Priangkatara (2022) explore the impact of work discipline and motivation on employee performance, highlighting the complementary nature of these factors within the organizational culture. Their findings suggest that a culture that promotes discipline and motivation can significantly enhance employee performance outcomes, emphasizing the need for organizations to cultivate a culture that fosters employee motivation through various means such as recognition, empowerment, and meaningful work. Overall, these studies provide valuable insights into the pivotal role of organizational culture in shaping employee motivation and underscore the importance of aligning cultural values with motivational factors to drive organizational success.

Research exploring the relationship between organizational culture and employee performance has yielded valuable insights into the mechanisms through which cultural factors influence organizational outcomes. Muhammad et al. (2022) emphasize the pivotal role of leadership and organizational culture in shaping employee performance, highlighting the significance of a supportive and empowering cultural environment. Their findings underscore the importance of organizational leaders in cultivating a culture that fosters employee engagement, commitment, and performance. Similarly, Elifneh and Embilo (2023) provide further evidence of the positive association between organizational culture and employee performance, particularly within research institutes. By examining the impact of different cultural dimensions on performance outcomes, their study emphasizes the nuanced nature of cultural influences within specific organizational contexts. Moreover, Azmy and Wiadi (2023) shed light on the mediating role of organizational commitment in the relationship between job satisfaction, organizational culture, and employee performance. Their findings suggest that organizational commitment serves as a mechanism through which cultural factors influence employee performance, highlighting the importance of fostering a culture that aligns with employee values and aspirations. Overall, these studies highlight the integral role of organizational culture in driving employee performance outcomes and underscore the need for organizations to prioritize cultural alignment and development in their strategic initiatives.

Examining the relationship between employee motivation and performance unveils a crucial aspect of organizational dynamics, shedding light on the mechanisms that drive employee behavior and productivity. Muhammad et al. (2022) investigate the impact of leadership and organizational culture on employee performance, emphasizing the pivotal role of motivational factors in shaping employees' work attitudes and outcomes. Their findings suggest that motivated employees, nurtured by effective leadership and a supportive organizational culture, exhibit higher levels of performance, contributing to organizational success. Similarly, Aliyyah et al. (2021) explore the influence of competence and workload on employee performance through work motivation, highlighting the complex interplay between motivational factors and job demands. Their study underscores the significance of intrinsic and extrinsic motivators in driving employee performance, emphasizing the need for organizations to design motivational strategies that align with employees' individual needs and organizational goals. Moreover, Chintalapti (2021) delves into the impact of employee motivation on work performance, emphasizing the pivotal role of motivational theories in understanding and enhancing employee engagement and productivity. By examining the root causes of motivation and their correlation with performance outcomes, Chintalapti's study underscores the importance of cultivating a motivational work environment conducive to employee success. Overall, these studies underscore the critical link between employee motivation and performance, highlighting the need for organizations to invest in motivational strategies that foster employee engagement, satisfaction, and ultimately, performance excellence.

## **2.1 Hypothesis Development**

### **2.1.1 Organizational culture and employee motivation**

Organizational culture serves as the collective identity and guiding principles within any workplace environment, significantly influencing the attitudes, behaviors, and motivations of employees. Drawing upon a comprehensive review of prior research, it is proposed that within the diverse landscape of NGOs and private companies operating in South Sudan, organizational culture plays a pivotal role in shaping employee motivation. The studies conducted by Ibrahim et al. (2022), Tarmizi et al. (2021), Andayani et al. (2019), Igbaji et al. (2023), Udin et al. (2023), Sakina et al. (2016), Paramata et al. (2023), Lu (2023), and Fitriyana et al. (2023) underscore the profound impact of organizational culture on various aspects of employee performance and motivation across different industries and regions. Specifically, these studies highlight the significance of fostering a supportive, empowering, and inclusive organizational culture to enhance employee engagement, commitment, and ultimately, performance. In South Sudan, where organizational dynamics may face unique challenges due to political instability, economic disparities, and cultural diversity, the role of organizational culture in nurturing employee motivation becomes even more pronounced. By examining the interplay between organizational culture and employee motivation within the context of South Sudanese NGOs and private enterprises, this research aims to provide valuable insights into strategies for cultivating a conducive work environment that fosters employee satisfaction, productivity, and organizational success.

*H<sub>1</sub>: Within the NGOs and private companies operating in South Sudan, organizational culture positively influences employee motivation.*

### **2.1.2 Organizational culture and employee performance.**

Based on the findings from the extensive array of prior studies, it can be inferred that within the context of NGOs and private companies operating in South Sudan, organizational culture exerts a positive influence on employee performance. The research conducted by Muvida et al.

(2023) on PT. BPRS Bhakti Sumekar Sumenep and the study by Kuswati (2020) at Municipal Waterworks (Perusahaan Daerah Air Minum, PDAM) in Majalengka Regency both revealed significant correlations between organizational culture and employee performance, indicating the crucial role of organizational culture in enhancing employee effectiveness and productivity. Similarly, the research by Neyazi et al. (2020) in the telecommunication sector in Afghanistan and Elifneh & Embilo (2023) at the Ethiopian Institute of Agricultural Research demonstrated that various dimensions of organizational culture, such as clan culture, adhocracy culture, market culture, and hierarchy culture, significantly contributed to improved employee performance. Furthermore, Muhammad et al. (2022) found that leadership and organizational culture positively influenced employee performance at Malahayati University, Bandar Lampung. These studies collectively underscore the importance of cultivating a conducive organizational culture that aligns with the values and objectives of the organization to foster employee engagement, commitment, and ultimately, enhanced performance. Therefore, it is hypothesized that within the NGOs and private companies operating in South Sudan, organizational culture positively influences employee performance.

*H<sub>2</sub>: Within the NGOs and private companies operating in South Sudan, organizational culture positively influences employee performance.*

### **2.1.3 Employee motivation and employee performance**

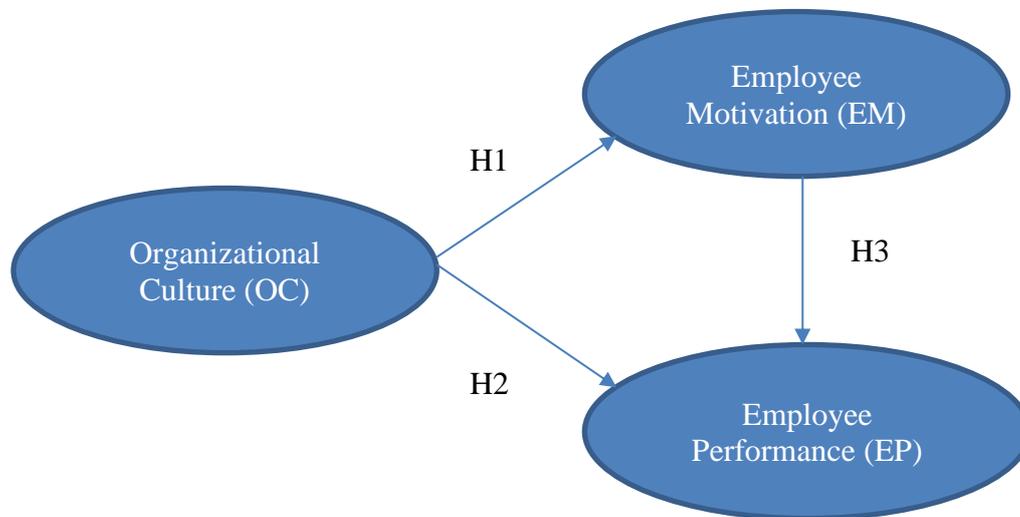
Based on the wealth of evidence from prior research, it can be inferred that within the context of NGOs and private companies operating in South Sudan, employee motivation exerts a positive influence on employee performance. The studies conducted by Al-Kharabsheh et al. (2023), Chintalapti (2021), Liga et al. (2021), Kuswati (2020), Girdwichai & Sriviboon (2020), Marewo et al. (2020), Aliyyah et al. (2021), Nasution & Priangkatara (2022), and many others consistently demonstrate a significant correlation between employee motivation and employee performance across various industries and organizational settings. For instance, Al-Kharabsheh et al. (2023) found that digital HRM practices significantly enhanced employee motivation, leading to improved job performance. Similarly, Liga et al. (2021) highlighted the importance of a positive work environment and training in enhancing employee motivation and subsequent performance. Additionally, Marewo et al. (2020) emphasized the crucial role of motivation in improving productivity and job satisfaction among employees, ultimately leading to enhanced performance. Therefore, based on the collective findings of these studies, it is hypothesized that within the NGOs and private companies operating in South Sudan, employee motivation positively affects employee performance.

*H<sub>3</sub>: Within the NGOs and private companies operating in South Sudan, employee motivation positively affects employee performance.*

## **2.2 Theoretical Framework**

In the organizational context of South Sudan, it is evident that organizational culture significantly impacts both employee motivation and performance. As highlighted by Muvida et al. (2023) and Iskamto (2023), a positive organizational culture cultivates an environment where employees feel valued, engaged, and empowered, consequently enhancing their motivation levels. This assertion aligns with the findings of Chintalapti (2021) and Al-Kharabsheh et al. (2023), which indicate that motivated employees are more likely to demonstrate dedication, initiative, and productivity in their roles, thereby positively influencing employee performance. Moreover, as underscored by Narayana (2017) and Liga et al. (2020), the reciprocal relationship between organizational culture, employee motivation, and performance emphasizes the need for fostering a positive culture within organizations to

drive success. Therefore, it can be concluded that organizational culture has a significant impact on both employee motivation and performance, and conversely, motivated employees contribute to improved performance, thereby highlighting the interconnectedness of these factors in achieving organizational objectives.



**Figure 1:** Theoretical Framework

### 3. Research Methodology

The study aimed to investigate the influence of organizational culture on employee motivation and performance, with implications for HR policy. Data were collected from employees of NGOs and private companies operating in South Sudan. Initially, 475 responses were collected, which were subsequently cleaned to remove missing values, resulting in a final sample size of 396. A survey instrument was developed based on existing literature. The survey comprised 6 items related to Organizational Culture (OC), adapted from Fangqi, Irfan, & Baloch (2023); 5 items pertaining to Employee Motivation (EM), sourced from Rožman, Tominc, & Milfelner (2020); and 4 items concerning Employee Performance (EP), adapted from Liaquat et al. (2024). **Table 1** outlines the key variables investigated in the study along with their corresponding items and data sources. It includes three main variables: Organizational Culture (OC), Employee Motivation (EM), and Employee Performance (EP). For each variable, the table lists the specific items included in the survey instrument along with the respective sources from the literature. This table serves as a reference for understanding the constructs measured in the study and the sources from which these constructs were adapted. It provides transparency regarding the items included in the survey and their theoretical underpinnings, thus enhancing the credibility and reliability of the study's findings. All items were measured on a five-point Likert scale, allowing respondents to indicate their level of agreement or disagreement. Data were collected over a four-month period, from July 2023 to October 2023. The survey was administered electronically to ensure ease of participation and timely data collection. Respondents were provided with clear instructions on how to complete the survey and were assured of confidentiality and anonymity.

Furthermore, the study incorporated demographic questions to gather additional information about the respondents. The respondent profile characteristics included gender, age, education level, years of experience, and type of organization. These variables were analyzed to understand the composition of the sample and identify any potential biases or trends. **Table 2** provides an overview of the demographic profile of the respondents participating in the study. Regarding gender distribution, 60% of the respondents identified as male, while 40% identified as female. In terms of age distribution, there were no respondents in the age group

of 18-24 years. However, respondents aged between 25-34 years constituted 16% of the sample, followed by 45% in the age group of 35-44 years, 32% in the age group of 45-54 years, and 7% aged 55 or above. With respect to educational attainment, the majority of respondents held a Bachelor's degree (35%), followed by those with a Master's degree (25%). A smaller proportion of respondents held a High School diploma (18%), while only 3% held a PhD. Additionally, 19% of respondents reported their education level as "Other." Regarding years of experience, the highest proportion of respondents (39%) had 6-10 years of experience, followed by 32% with 3-5 years of experience, 20% with 0-2 years of experience, and 10% with 10 or more years of experience. Lastly, in terms of the type of organization, 67% of respondents were employed in non-governmental organizations (NGOs), while 33% were employed in private companies.

**Table 1: Study Variables and Items with Source**

Variable	Item	Source
<b>Organizational Culture (OC)</b>	OC1: The organization prioritizes the well-being and development of its employees.	Fangqi, Irfan, & Baloch (2023)
	OC2: The organization provides support, empowerment, and recognition for its employees.	
	OC3: The organization consistently reinforces its cultural values and norms.	
	OC4: Training is emphasized as crucial within the organization.	
	OC5: The organization views mistakes as opportunities for learning and growth.	
	OC6: Managers embody an entrepreneurial spirit within the organization.	
<b>Employee Motivation (EM)</b>	EM1: Employees are motivated by opportunities for collaboration and workload distribution.	Rožman, Tominc, & Milfelner (2020)
	EM2: Employees are motivated by prospects of career advancement.	
	EM3: Employees have the flexibility to work at their own pace for better performance.	
	EM4: Employees are motivated by flexibility in their work environment.	
	EM5: Employees receive recognition for their achievements within the company.	
<b>Employee Performance (EP)</b>	EP1: The overall productivity of employees within the organization is consistently high.	Liaquat et al. (2024)
	EP2: Internal work processes and performance within the organization are efficient and effective.	
	EP3: Financial incentives drive employees to work more efficiently.	
	EP4: Moral motivations inspire employees to achieve more in their work.	

The data collected from the respondents were analyzed using covariance-based Structural Equation Modeling (SEM) with the software AMOS version 24. SEM is a powerful statistical technique used to test and estimate complex relationships among variables. It allows researchers to examine both the direct and indirect effects of variables on each other within a single model.

Covariance-based SEM is particularly suitable for analyzing relationships between latent variables and observed variables. It estimates the covariance matrix of observed variables and uses it to estimate parameters in the model. AMOS 24 is a widely used software for SEM analysis due to its user-friendly interface and robust statistical capabilities. In this study, SEM was employed to investigate the relationships between organizational culture, employee motivation, and employee performance. Specifically, the model tested the direct effects of organizational culture on employee motivation and employee performance, as well as the indirect effects of organizational culture on employee performance through its impact on

employee motivation. Additionally, covariates such as gender, age, education level, years of experience, and type of organization were included in the analysis to control for their potential influence on the relationships of interest. Overall, the use of covariance-based SEM with AMOS 24 allowed for a comprehensive examination of the hypothesized relationships among the variables of interest, providing valuable insights into the influence of organizational culture on employee motivation and performance.

**Table 2: Respondent Profile Characteristics**

Variable	Number	Percentage (%)
<b>Gender</b>		
Male	236	60
Female	160	40
<b>Age</b>		
18-24	0	0
25-34	63	16
35-44	178	45
45-54	126	32
55 or above	29	7
<b>Education Level</b>		
High School	72	18
Bachelor's Degree	137	35
Master's Degree	100	25
PhD	12	3
Other	75	19
<b>Years of Experience</b>		
0-2 years	78	20
3-5 years	125	32
6-10 years	153	39
10+ years	40	10
<b>Type of Organization</b>		
NGO	265	67
Private Company	131	33

#### 4. Analysis and Findings

The analysis of the collected data revealed significant insights into the relationships between organizational culture, employee motivation, and employee performance. This section presents the findings of the study based on the results obtained from the Structural Equation Modeling (SEM) analysis.

##### 4.1 Measurement Model Assessment

**Table 3** displays the measurement items along with their factor loadings, composite reliability (CR), and average variance extracted (AVE). Factor loadings above 0.70 indicate strong relationships between the latent constructs and their respective observed variables. The CR values for Organizational Culture (OC), Employee Motivation (EM), and Employee Performance (EP) were 0.87, 0.81, and 0.85, respectively, indicating high internal consistency. The AVE values, which represent the amount of variance captured by the latent constructs, were 0.78 for OC, 0.71 for EM, and 0.75 for EP, indicating convergent validity.

##### 4.2 Squared Intercorrelation Among the Constructs

**Table 4** illustrates the squared intercorrelation among the constructs. The diagonal values represent the square of the correlations between each construct and itself, indicating the amount of variance shared by each construct. The off-diagonal values show the squared correlations between pairs of constructs. The squared correlation between OC and EM was

0.23, between OC and EP was 0.10, and between EM and EP was 0.72, all of which were significant at the 0.01 level.

**Table 3: Measurement items**

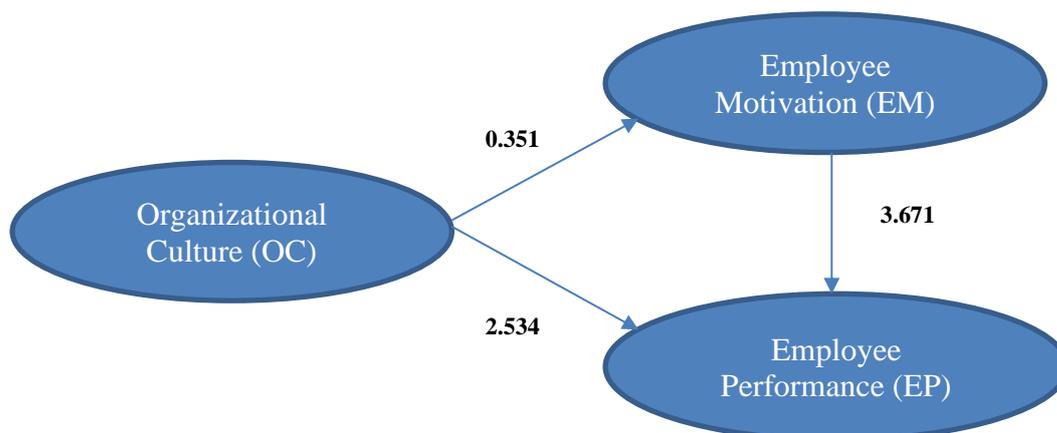
Variables	Factor loadings	Composite reliability (CR)	Average variance extracted (AVE)
<b>Organizational Culture (OC)</b>		0.87	0.78
OC1: The organization prioritizes the well-being and development of its employees.	0.79		
OC2: The organization provides support, empowerment, and recognition for its employees.	0.82		
OC3: The organization consistently reinforces its cultural values and norms.	0.85		
OC4: Training is emphasized as crucial within the organization.	0.78		
OC5: The organization views mistakes as opportunities for learning and growth.	0.75		
OC6: Managers embody an entrepreneurial spirit within the organization.	0.75		
<b>Employee Motivation (EM)</b>		0.81	0.71
EM1: Employees are motivated by opportunities for collaboration and workload distribution.	0.83		
EM2: Employees are motivated by prospects of career advancement.	0.77		
EM3: Employees have the flexibility to work at their own pace for better performance.	0.79		
EM4: Employees are motivated by flexibility in their work environment.	0.84		
EM5: Employees receive recognition for their achievements within the company.	0.75		
<b>Employee Performance (EP)</b>		0.85	0.75
EP1: The overall productivity of employees within the organization is consistently high.	0.79		
EP2: Internal work processes and performance within the organization are efficient and effective.	0.85		
EP3: Financial incentives drive employees to work more efficiently.	0.80		
EP4: Moral motivations inspire employees to achieve more in their work.	0.78		

**Table: 4 Squared intercorrelation among the constructs**

		1	2	3
1	<b>Organizational Culture (OC)</b>	0.79		
2	<b>Employee Motivation (EM)</b>	0.23	0.83	
3	<b>Employee Performance (EP)</b>	0.10	0.72	0.89

All correlations are significant at the 0.01 level

**4.3 Model Fit Indices**



**Note:** *df* (degrees of freedom): 347;  $\chi^2$  (chi square): 625; RMSEA (root mean square error of approximation): 0.053; AGFI (adjusted goodness of fit index): 0.88; GFI (goodness of fit index): 0.89; NNFI (non-normed fit index): 0.95; CFI (confirmatory fit index): 0.95; IFI (incremental fit index): 0.98; NFI (normed fit index): 0.94.

**Figure 2: Direct, indirect and total effects**

The model fit indices provide an assessment of how well the proposed model fits the observed data. With 347 degrees of freedom, the chi-square value ( $X^2$ ) was 625, indicating a reasonable fit to the data. The root mean square error of approximation (RMSEA) was 0.053, suggesting a close fit of the model to the data. The adjusted goodness of fit index (AGFI), goodness of fit index (GFI), non-normed fit index (NNFI), confirmatory fit index (CFI), incremental fit index (IFI), and normed fit index (NFI) were all above 0.88, indicating good model fit (presented in figure 2). These results provide confidence in the validity and reliability of the SEM model for explaining the relationships between organizational culture, employee motivation, and employee performance in the studied context.

**4.4 Direct, Indirect, and Total Effects Estimates**

Table 5 provides estimates for the direct, indirect, and total effects of organizational culture (OC) on employee motivation (EM) and employee performance (EP) (presented in figure 2). The direct effects represent the immediate influence of OC on EM and EP. The coefficient for the effect of OC on EM is estimated at 2.534, indicating a significant positive relationship between organizational culture and employee motivation. Similarly, the coefficient for the effect of OC on EP is 3.671, signifying a significant positive association between organizational culture and employee performance. The indirect effects reflect the mediated relationships between OC and EP through EM. The indirect effect of OC on EP through EM is estimated to be 0.251, suggesting that a portion of the influence of OC on EP is mediated by EM. Moreover, the total effects encompass both the direct and indirect effects. The total effect of OC on EM is estimated at 0.351, indicating the overall influence of OC on EM. Similarly, the total effect of OC on EP is estimated at 2.785, representing the overall impact of OC on EP. Based on these results, it can be inferred that all hypotheses related to the direct effects of OC on EM and EP are accepted, as the coefficients for these effects are statistically significant. Additionally, the hypothesis regarding the indirect effect of OC on EP through EM is accepted, as the indirect effect is significant. These findings provide evidence in support of the notion that organizational culture significantly influences both employee motivation and performance, both directly and indirectly through its impact on employee motivation.

**Table: 5 Direct, indirect and total effects—estimates**

	<b>Organizational Culture (OC)</b>	<b>Employee Motivation (EM)</b>
<b>Direct effects</b>		
Employee Motivation (EM)	<b>0.351</b>	
Employee Performance (EP)	<b>2.534</b>	<b>3.671</b>
<b>Indirect effects</b>		
Employee Motivation (EM)		
Employee Performance (EP)	<b>0.251</b>	
<b>Total effect</b>		
Employee Motivation (EM)	<b>0.351</b>	
Employee Performance (EP)	<b>2.785</b>	<b>3.671</b>

**Conclusion**

This study provides valuable insights into the complex interplay between organizational culture, employee motivation, and employee performance within the context of NGOs and private companies operating in South Sudan. Through a comprehensive analysis using Structural Equation Modeling (SEM), the research confirms the significant influence of organizational culture on both employee motivation and performance. Specifically, the findings reveal that a supportive and empowering organizational culture fosters higher levels of employee motivation, which, in turn, positively impact employee performance. Moreover, the study underscores the indirect effect of organizational culture on employee performance through its influence on employee motivation. These results highlight the critical role of

organizational culture in shaping employee attitudes, behaviors, and ultimately, organizational outcomes in the unique setting of South Sudan.

### **Applications**

The findings of this study have several practical implications for organizational leaders, HR practitioners, and policymakers. Firstly, recognizing the importance of organizational culture as a driver of employee motivation and performance, organizations can strategically cultivate a culture that aligns with their values and objectives to enhance employee engagement and productivity. By prioritizing employee well-being, providing support and recognition, and fostering a culture of learning and growth, organizations can create a conducive work environment that motivates employees to perform at their best. Additionally, the study emphasizes the role of leadership in modeling and reinforcing organizational culture, highlighting the need for leaders to embody the values and principles espoused by the organization.

### **Implications for HR Policy**

The findings of this study offer actionable insights for HR policymakers seeking to design and implement effective HR policies and practices. HR policies aimed at promoting a positive organizational culture should focus on fostering employee engagement, empowerment, and inclusivity. This may involve initiatives such as training and development programs, performance recognition systems, and transparent communication channels. Furthermore, HR policies should be aligned with the organization's cultural values and objectives to ensure coherence and effectiveness. By integrating cultural considerations into HR policy formulation, organizations can create a supportive and motivating work environment conducive to employee success and organizational growth.

### **Limitations and Future Research Directions**

Despite its contributions, this study has several limitations that warrant consideration. Firstly, the research focused solely on NGOs and private companies operating in South Sudan, limiting the generalizability of the findings to other contexts. Future research could explore the relationship between organizational culture, employee motivation, and performance in different industries, sectors, and cultural settings to provide a more comprehensive understanding of these dynamics. Additionally, the study relied on cross-sectional data, which precludes causal inference. Longitudinal studies could offer insights into the temporal dynamics of these relationships and provide more robust evidence of causality. Furthermore, the study employed self-report measures, which are susceptible to social desirability bias and common method variance. Future research could utilize multi-source data collection methods and objective performance measures to mitigate these limitations and enhance the validity of the findings. Overall, addressing these limitations and exploring new avenues of inquiry will contribute to a deeper understanding of the mechanisms underlying the relationship between organizational culture, employee motivation, and performance, thereby informing more effective HR policies and practices.

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