

**ORGANISATIONAL STRUCTURE AND LEADERSHIP PERFORMANCE IN THE MINISTRY OF  
PETROLEUM IN THE REPUBLIC OF SOUTH SUDAN**

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**A THESIS SUBMITTED TO THE BOARD OF POSTGRADUATE STUDIES IN PARTIAL  
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DOCTOR OF PHILOSOPHY IN LEADERSHIP AND GOVERNANCE OF THE SCHOOL OF ARTS  
AND SOCIAL SCIENCES OF KISII UNIVERSITY**

**2023**

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## **DEDICATION**

To my father Banygach Pal Chuol and my late mother Nyapuka Reath Kuer, to whom I shall remain indebted for setting the best all round foundation for me.

To all my siblings especially brother Gile Gach Pal with a dedication message that education is power.

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## ABSTRACT

Organisational structure is a subject of much academic interest and debate. In South Sudan, the public sector has been operating on some structures subject to enormous political and social influence. The Ministry of Petroleum being in the realm of the public sector is controlled by certain organisational structures, which influence leadership performance. In the Republic of South Sudan, however, inter-organisational governance based on organisational structure is less effective, raising the issue of shown leadership in the Department of Petroleum which required investigation. Thus, the main goal of this research was to investigate how organisational structure affects leadership effectiveness in the country of South Sudan's Ministry of Petroleum. Examining the relationships between institutional structures, the political-administrative interface, bureaucratic frameworks, leadership effectiveness and relationships between organisations in the Department of Petroleum were among the study's specific goals. Another was to evaluate potential intervention strategies for the efficient operation of the Ministry of Petroleum. Three leadership theories served as the study's theoretical framework: Contingency Theory, Leader-Member Exchange Theory and Agency Theory. An explanatory mixed-methods approach was used for the study, which was directed towards 1,973 employees of the Petroleum Ministry. Finance and Administration (345), Exploration as well as Production (323), Oil Economics (295), Petroleum Infrastructures (182), Policy, Training and Investigation (108), Planning (60), Health, Safety, and Environment (105), were some of the departments from which these workers were drawn, Nile Pet (427), and National Oil and Gas Commission (135). In order to determine the sample size of 333 employees, the researcher used the Yamane sampling formula. Primary data obtained through prearranged interviews and questionnaires served as the primary source of information. The researcher interviewed ten key informants, one from each of the Ministry of Petroleum's nine departments, including the Director General of Petroleum. The means, frequencies, and percentages of the quantitative data were analysed using descriptive statistical approaches. The set of hypotheses was tested and the inferential statistics were analysed using the regression analysis technique. Tables and figures were used to present the results. The Ministry of Petroleum's leadership performance was found to be significantly impacted by the bureaucratic structures and the political-administrative interface ( $\beta = 494$ ,  $p = 0.000$  and  $\beta = 215$ ,  $p = 0.002$ ), respectively. The study went on to conclude that one of the factors influencing leadership performance in organisational structures was unstructured and ineffective inter-organizational relations. Other factors included weak organisational frameworks, ineffective political administrative interface, rigid bureaucratic structures, and inadequate leadership in the nation of South Sudan's Petroleum sector. The results from the study will be used to inform policy, practice in the Ministry of Petroleum of the Republic of South Sudan, and to contribute to public administration and management scholarship in respect to the influence of organisational structure on leadership performance in public sector. According to the report, the Department of Petroleum should strengthen its institutional framework for better leadership performance. The ministry's operations should have safeguards and checks in place to provide the necessary accountability. The implementation of checks and balances can significantly enhance operational efficiency and optimise resource utilisation.



## TABLE OF CONTENTS

<b>DECLARATION AND RECOMMENDATION .....</b>	<b>ii</b>
<b>PLAGIARISM DECLARATION.....</b>	<b>iii</b>
<b>DECLARATION OF NUMBER OF PAGES.....</b>	<b>iv</b>
<b>COPY RIGHT.....</b>	<b>v</b>
<b>DEDICATION.....</b>	<b>vi</b>
<b>ACKNOWLEDGEMENT.....</b>	<b>vii</b>
<b>ABSTRACT.....</b>	<b>viii</b>
<b>TABLE OF CONTENTS .....</b>	<b>ix</b>
<b>LIST OF TABLES .....</b>	<b>xv</b>
<b>LIST OF FIGURES .....</b>	<b>xvii</b>
<b>LIST OF ABBREVIATIONS AND ACRONYMS.....</b>	<b>xviii</b>
<b>CHAPTER ONE: INTRODUCTION .....</b>	<b>1</b>
1.1 Background to the Study.....	1
1.2 Statement of the Problem.....	22
1.3 Significance of the Study .....	23
1.4 Objectives of the Study .....	24
1.4.1 General Objective .....	24
1.4.2 Specific Objectives of the Study.....	24

1.6 Research Question .....	25
1.7 Hypotheses of the Study .....	25
1.8 Assumptions of the Study .....	26
1.9 Scope of the Study .....	27
1.10 Limitation and Delimitation of the Study .....	27
1.11 Conceptual Framework.....	28
1.11 Operational Definition of Terms.....	31
<b>CHAPTER TWO LITERATURE REVIEW .....</b>	<b>34</b>
2.1 Introduction.....	34
2.2 Theories Informing the Study .....	34
2.2.1 Contingency Theory.....	34
2.2.2 Leader Member Exchange Theory.....	36
2.2.3 Agency Theory.....	41
2.3 Review of Empirical Studies .....	42
2.3.1 Institutional Structure and Leadership Performance in Public Sector .....	42
2.3.2 Leadership Performance in Public Sector .....	50
2.3.3 Bureaucratic Factors and Leadership Performance in Public Sector .....	60
2.3.4 Inter-Organisational Relations and Leadership Performance in Public Sector	72
2.3.5 Intervention Strategies and political Leadership Performance in Public Sector .....	80

2.4 Summary .....	86
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>86</b>
3.1 Introduction.....	87
3.2 Research Design.....	87
3.3 Study Area .....	88
3.4 Target Population .....	88
3.5 Sample and the Sampling Techniques .....	90
3.6 Instruments of Data Collection .....	92
3.7 Reliability and Validity of the Research Instruments .....	94
3.7.1 Instrument Reliability .....	94
3.7.2 Instrument Validity .....	95
3.8 Data Collection Procedures.....	96
3.8 Method of Data Analysis .....	96
3.8.1 Data Analysis .....	96
3.8.2 Model Specifications .....	98
3.9 Ethical Considerations .....	100
<b>CHAPTER FOUR: DATA ANALYSIS, DISCUSSION AND PRESENTATION ..</b>	<b>102</b>
4.1 Introduction.....	102
4.2 Response Rate.....	102
4.3 Demographic Characteristics of Respondents .....	102

4.3.1 Respondents' Demographic Characteristics .....	103
4.4 Descriptive Statistics Results .....	105
4.4.1 Organisational Structures Influence on Leadership Performance .....	106
4.4.2 Political Administrative Interface Influencing Leadership Performance .....	111
4.4.3 Bureaucratic Structures Influencing Leadership Performance .....	116
4.4.5 Intervention Strategies that can Improve Public Leadership Effectiveness....	121
4.4.6 Inter-Organisational Relations .....	124
4.4.7 Leadership Performance in the Ministry of Petroleum.....	132
4.5 Inferential analysis .....	136
4.5.1 Correlation analysis .....	137
4.6 Test of normality and outliers .....	138
4.6.1 Normal Distribution Test .....	139
4.6.2 Kurtosis and Skewness Tests .....	140
4.6.3 Test of Multicollinearity .....	141
4.6.4 Collinearity Statistical Test.....	141
4.6.4 Test of Heteroscedasticity .....	142
4.6.5 Test of Independence (non-autocorrelation).....	143
4.7 Organisational Structure and Leadership Performance .....	144
4.7.1 Influence of Institutional Structures on Leadership Performance .....	145
4.7.2 Influence of Political-Administrative Interface on Leadership Performance .	152

4.7.3 Influence of Bureaucratic Structures on Leadership Performance .....	158
4.7.4 The Combined Elements of Organisational Structures and Leadership Performance .....	164
4.7.5 Intervention strategies to Improve Public Leadership Effectiveness.....	166
<b>CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS .</b>	<b>170</b>
5.1 Introduction.....	170
5.2 Summary of Findings.....	170
5.2.1 Organisational Structures Influences on Leadership Performance .....	170
5.2.2 Political-Administrative Interface Influence on Leadership Performance .....	170
5.2.3 Bureaucratic Structures Influences on Leadership Performance .....	171
5.2.4 Inter-organisational relations on Leadership Performance .....	171
5.2.5 Combined Elements of Organisational Structures and Leadership Performance .....	171
5.2.6 Intervention strategies to Improve Public Leadership Effectiveness.....	172
5.3 Conclusions.....	172
5.3.1 Conclusions on institutional structures and leadership performance.....	172
5.3.2 Conclusions on political administrative interface and leadership performance .....	173
5.3.3 Conclusions on inter-organisational relations and leadership performance ...	173
5.3.4 Conclusions on inter-organisational relations and leadership performance ...	174

5.3.4 Conclusions on intervention strategies that could be adopted to improve public leadership effectiveness .....	175
5.4 Recommendation .....	175
5.4.1 Institutional Structures and Leadership Performance .....	175
5.4.2 Political Administrative Interface and Leadership Performance .....	176
5.4.3 Bureaucratic Structures and Leadership Performance .....	177
5.4.4 Inter-Organisational Relations and Leadership Performance .....	177
5.4.5 Intervention Strategies for the Improvement of Public Leadership Effectiveness .....	178
5.5 Implications of the Findings .....	178
5.5.1 Theoretical implication on theories that guided the study .....	178
5.5.2 Contribution to the Study Methodology .....	179
5.5.3 Implications to the Policies .....	180
5.6 Recommendation for Further Research .....	180
<b>REFERENCES.....</b>	<b>182</b>
<b>APPENDICES .....</b>	<b>210</b>

## LIST OF TABLES

<b>Table 3.1:</b> Target Population.....	89
<b>Table 3.2:</b> Sampling Frame of Personnel.....	92
<b>Table 3.3:</b> Summary of Structural and Observed variables .....	100
<b>Table 4.4:</b> Respondents' Demographics Characteristics .....	105
<b>Table 4.5:</b> Institutional Structures .....	107
<b>Table 4.6:</b> Political Administrative Interface .....	111
<b>Table 4.7:</b> Bureaucratic Structures Influencing Leadership Performance .....	117
<b>Table 4.8:</b> Intervention Strategies that can Improve Public Leadership Effectiveness...	121
<b>Table 4.9:</b> The Relationship between Inter-Organisational Relations Influencing Leadership Performance .....	125
<b>Table 4.10:</b> Leadership Performance in the Ministry of Petroleum.....	133
<b>Table 4.11:</b> Correlation analysis.....	137
<b>Table 4.12:</b> Kolmogorov-Smirnov and Shapiro-Wilk Test Results.....	139
<b>Table 4.13:</b> Kurtosis and Skewness Tests .....	140
<b>Table 4.14:</b> Collinearity Statistics .....	142
<b>Table 4.15:</b> Heteroscedasticity Results .....	143
<b>Table 4.16:</b> Durbin-Watson Results .....	144
<b>Table 4.17:</b> Model Summary.....	146
<b>Table 4.18:</b> ANOVA between Organisational Structures on Leadership Performance..	146
<b>Table 4.19:</b> Influence of Organisational Structure on Leadership Performance.....	147
<b>Table 4.20:</b> Model Summary.....	152
<b>Table 4.21:</b> ANOVA between Political Administrative Interfaces on Leadership Performance .....	153

<b>Table 4.22:</b> Influence of Political Administrative Interfaces on Leadership Performance .....	154
<b>Table 4.23:</b> Model Summary .....	159
<b>Table 4.24:</b> ANNOVA between Bureaucratic Structures on Leadership Performance ..	159
<b>Table 4.25:</b> Influence of Bureaucratic Structures on Leadership Performance .....	161
<b>Table 4.26:</b> Model Summary .....	164
<b>Table 4.27:</b> ANOVA between the Combined Elements of Organisational Structures and Leadership Performance .....	165
<b>Table 4.28:</b> Influence of Organisational Structures on Leadership Performance .....	165
<b>Table 4.29:</b> Changes in R <sup>2</sup> before and After Intervention Strategies .....	166
<b>Table 4.30:</b> Intervention Strategies for Improve Public Leadership Effectiveness in the Ministry of Petroleum .....	167



## LIST OF FIGURES

<b>Figure 1.1:</b> Conceptual Framework .....	30
<b>Figure 2.2:</b> Leader Member exchange (LMX) Theory .....	37

## LIST OF APPENDICES

Appendix I: Sample Self-introduction Letter for Data Collections .....	211
Appendix II: Questionnaire.....	212
Appendix III: Interview Schedule.....	225
Appendix IV: Map of South Sudan .....	226
Appendix V: Organogram of the Ministry of Petroleum .....	227
Appendix VI: Introductory Letter for Research Permit .....	227
Appendix VII: Research Permit.....	228
Appendix VIII: Plate Indicating Interviews.....	228
Appendix IX: Yamene Sampling Formula .....	230

## LIST OF ABBREVIATIONS AND ACRONYMS

<b>ARCISS</b>	Agreement on the Resolution of the Conflict in the Republic of South Sudan
<b>BLA</b>	Boma Land Administrations
<b>CEO</b>	Chief Executive Officer
<b>CLA</b>	County Land Authorities
<b>CPA</b>	Comprehensive Peace Agreement
<b>IGAD</b>	Intergovernmental Authority on Development
<b>JMEC</b>	Joint Monitoring and Evaluation Commission
<b>LMX</b>	Leader-Member Exchange
<b>NCP</b>	National Congress Party
<b>NPM</b>	New Public Management
<b>RTGoNU</b>	Revitalized Transitional Government of National Unity
<b>SLC</b>	State Land Commission
<b>SPLA</b>	Sudan People's Liberation Association
<b>SPLM</b>	Sudan People's Liberation Movement
<b>SPSS</b>	Statistical Package for Social Sciences
<b>SSLC</b>	South Sudan Land Commission
<b>TGoNU</b>	Transitional Government of National
<b>MoP</b>	Ministry of Petroleum

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

For their energy demands, nearly all of the world's economy mostly rely on petrol and oil. With activities spanning each continent and a heavy reliance on oil and gas products for global energy, the petroleum sector is widely seen as one of the biggest and most powerful in the international market. According to Rajesh (2017), the petroleum industry is crucial and has contributed significantly to the current global economic prosperity as well as to remarkable social and economic progress.

Saudi Arabia being the world leader in petroleum oil production is currently dealing with some issues in both externally and internally, in its energy industry. Internal issues arise as a result of Saudi Arabia's continued reliance on oil as its primary source of income (Al-Darwish et al., 2015). Two major factors could have an impact on the country's dominant role in oil supply. For starters, increased domestic energy consumption may have an impact on the country's ability to meet international oil demand (Alhoweish & Orujov, 2015).

According to several experts, the main problems with Libyan petroleum businesses are human-related and include ineffective management, unfavourable attitudes towards the environment among employees, and a lack of sustainability awareness (Bindra et al., 2015). Comparing Libyan petroleum firms to multinational petroleum firms in the industrialised world, it appears that there is a sizable knowledge and implementation difference. Current literature focuses on the use of Libya's use of renewable energy sources as opposed to sustainability of organisations (Bora and Dubey, 2015; Ahmad, 2014).

Africa is an oil-rich continent and one of China's key geopolitical allies. As one of the eight major oil-producing areas in the world, Africa has proven energy reserves of around 125.1 billion barrels at the end of 2020, accounting for 7.2% of global proven oil reserves. Over the past ten years, Africa's oil exports and production have increased significantly, contributing to the continent's growing significance in the global energy arena. From 1992 onwards, the China-Africa oil trade has grown steadily as a significant importer of oil. During the first year of collaboration, China imported 498,500 tonnes of oil, mostly from Angola, Libya, and a few other nations (He, Li, Xing & Zhao, 2022).

Because Saudi Arabia is the world's biggest supplier and exporter of oil, and because oil is widely available in the country, not much research has been done on the difficulties, risks, and solutions related to energy security in Saudi Arabia. It's also important to note that not much prior research has been done on the likelihood of an oil peak in large oil-producing nations, especially in economies that rely significantly on oil, like Saudi Arabia. According to the Economic Times (2012), the UK's energy sector had the highest number of bribery allegations. in 2012, with each case taking place in a developing nation. Because oil and gas reserves are frequently discovered in nations with lax governance frameworks, this occurs. In order to benefit personally, people and organisations may become corrupt as a result of the resources' ability to generate significant amounts of income. Once more, the business can be significantly influenced by strong interests, including corporations and political personalities. This power may be utilised to secure deals, influence rules, or safeguard illegal activities.

Nigeria is among the countries that possess a plentiful supply of natural mineral resources, especially crude oil. Oyedepo (2014) states that it is the largest reservoir in Africa, tenth in the world (Onakoya et al., 2013), and seventh among OPEC countries (EIA 2011). Nigeria's economic history indicates that crude oil has significantly aided the country's economic expansion (Kadafa, 2012).

Several of these countries are afflicted by serious governance and corruption concerns related to petroleum resources, and as a result, they are unable to reap the benefits of their resources. Because of the lack of competent and equitable state structures to manage oil resources in Angola and Sudan, major political crises have made oil a key factor in conflict development (Alao, 2007). The devastation in these resource-rich countries provided as the backdrop for an assessment of the evolution of South Sudan's organisational structure.

With almost 98% of the state budget derived from oil money, South Sudan is the most oil-dependent nation in the world (World Factbook, 2013). The Department of Petroleum confronts numerous issues in terms of leadership effectiveness. Most of these challenges are related to instructional structures set to run the Petroleum Ministry effectively so that services may be available to the citizens. South Sudan's energy and petroleum sector management should thus leverage all aspects of institutional structures, both internal and external, to exponentially improve the performance of these corporations.

South Sudan's history is marred by decades of strife, which was aggravated by the discovery of oil deposits. Control over oil-rich regions became a major motivator in the Sudanese Civil War. When South Sudan attained independence in 2011, oil became the country's lifeblood. South Sudan inherited a weak governance structure and lacks the institutional

capacity to manage its newly discovered oil resources properly. The country was vulnerable to corruption and incompetence due to the lack of transparent and accountable institutions.

In resource curse conditions, poor governance and institutions are frequent. Political leaders and elites in these countries may utilise oil income for personal gain rather than investing in public services and infrastructure. Corruption and mismanagement are common, and transparency and accountability are frequently lacking. South Sudan's lack of trustworthy and fair state structures exacerbates the challenges linked with petroleum resources. The absence of solid institutions capable of honestly and successfully managing resource revenues might lead to greater instability. The development of institutions in the South Sudan petroleum sector is particularly essential in this context. Ghana, a relatively stable and democratic country, should learn from the mistakes of other resource-rich countries and implement safeguards to avoid the pitfalls of the resource curse (Alao, 2007). South Sudan should do the same.

On the other hand, the primary goal of public service is to give citizens adequate public services. The provision of such services is only possible with proficient leadership functioning inside a well-functioning organisational framework. Organisational success can be achieved by leaders using their management skills, which are fueled by effective structures, thanks to structure (Bleiklie, 2002). According to Fabiaan (2015), in some cases, and setups, some leaders have a broader range of power than others. Some people have few subordinates, whilst others have many. The organisational structure has a significant role in determining the span of control, with flattened institutional structures having a wider control span than towering ones. The creation of trustworthy governmental structures was

further hampered by internal conflicts and power struggles in South Sudan. Good governance and development were frequently put on hold as the government concentrated on holding onto power and resolving internal problems.

A prescription for excellent performance is a well-designed organisational structure. The hierarchical levels, authority concentration, and horizontal integration characteristics are all included in the organisational structure. Work division, specifically roles or duties, with specialization, differentiation or division, centralization or decentralization, and complex; and communication or coordinating methods, with standardization, formalization, and flexible, are all multidimensional constructs (Mansoor *et al.*, 2012). The formal arrangement of roles and duties in organisations is referred to as organisational structure (Robbins & Coulter, 2007). The structure specifies the delegation of authority and responsibility, as well as how rules and regulations are implemented by business employees (Nahmaet *et al.*, 2003). As a managerial function, organisation structure is concerned with centralization, formalization, and complexity management through division of labour and reporting relationships within the hierarchy. Developing a functional organisational structure in South Sudan, capable of effectively managing its resources and promoting development, has been a long and challenging process. The country has faced numerous setbacks and continues to grapple with governance issues. The situation in South Sudan underscores the complex interplay between political conflicts, governance, and resource management in oil-rich countries. It serves as a stark reminder of the difficulties in transitioning from conflict to stable governance and sustainable development, particularly in the presence of valuable natural resources which the current study critically analysed and results presented in chapter four.



Since Woodrow Wilson's study on the features of the political and administrative worlds in 1887, the political-bureaucratic interface has attracted considerable scholarly interest and discussion (Overeem, 2012). The focus of this discussion is on the relative contributions that politicians and administrators make to the formulation of public policy, as well as the nature of their interactions. It has important practical consequences for policymakers, and because of this, scholarly interest is still high (Demir & Nyhan, 2008; Georgiou, 2014). The collaboration or rivalry between professional bureaucrats and politicians may affect how policies and initiatives are put into action. Policies are more likely to be conducted successfully if there is a cordial working relationship. Implementation, however, may be hampered by political interference or a lack of cooperation. The Republic of South Sudan's Ministry of Petroleum continues to face difficulties with this relationship.

Politicians and professional bureaucrats may cooperate or disagree, which may have an effect on how policies and initiatives are carried out. Policies are more likely to be implemented successfully when there is a positive working relationship. The implementation process can be hampered, though, by political meddling or a lack of cooperation. For the nation of South Sudan's Ministry of Petroleum, this cooperation is still difficult.

Public sector in emerging nations, especially in South Sudan, there has been a dearth of attention paid to the connection among elected officials and senior profession chief executive officers (bureaucrats), despite the fact that this relationship is crucial for enhancing leadership performance. The literature now in publication does not make obvious how these kinds of relationships between the two government actors could affect

public service, especially in South Sudan's Department of Petroleum. Thus, from a global viewpoint, the aforementioned lays up the basis for politicisation in relation to bureaucratization.

How politicians and bureaucrats interact with one another is a basic issue of management and leadership, and it is still a crucial concern in public policy and political science management (Svara, 2006). Politicians and bureaucrats will inevitably clash, and this conflict has a long history in both administration and politics (Aberbach *et al.*, 1981). Finding a method to establish maintain harmony and promote cooperation between legislators and bureaucrats—the two conflicting elites involved in policymaking, execution of policies, as well as general governance—thus represents one of the key challenges facing the contemporary state (Mitra, 2010). Conflicts between bureaucrats and politicians are not uncommon in politics and administration, and these conflicts can be particularly complex in the context of the oil politics in South Sudan. Addressing these conflicts and establishing a stable and effective governance framework for the oil sector in South Sudan is a formidable challenge. It requires a concerted effort to build institutions that can manage resources transparently, promote accountability, and ensure that the benefits of oil revenue are shared equitably among the population. International mediation and support may also play a role in helping to resolve conflicts and promote stability.

In highly politicised Senior positions in the civil service are common in bureaucracies like those in the USA and numerous Latin American nations being filled with governmental posts dependent on political partisanship or political patronage-driven criteria (Grindle, 2012). Other systems that eventually combine merit and political devotion coexist with

these designations. Politicisation takes on different shapes in institutions with stronger rules and a meritocratic, nonpartisan heritage. Political advisers heavily influence policy and administrative decisions in public agencies, and Westminster-style governments and French members of the cabinet rely heavily on them (Eichbaum & Shaw, 2007). The Republic of South Sudan should put in place procedures to balance political appointments with merit-based hiring and civil service reforms in order to address these issues. These procedures seek to fill important posts with qualified and experienced candidates while still allowing for political appointees in the right places. To encourage good governance and stop the harmful effects of political patronage in oil-rich nations and elsewhere, the proper balance must be struck.

Bureaucrats and politicians in the public sector in various Asian nations use procedural weaknesses and unspoken standards to covertly affect hiring and promoting decisions. These include not publishing job openings in an open and transparent manner, leaking exam questions, valuing recommendations highly, or asking applicants to declare allegiance with the current administration's political party before being admitted to the public sector (Poocharoen & Brillantes, 2013). In its recruitment and employment processes, the Republic of South Sudan Ministry of Petroleum, like any responsible government institution, should stress transparency, meritocracy, and professionalism. A core principle of effective governance is the open and transparent publication of job postings. It ensures that a diverse pool of talented candidates has an equal opportunity to apply for positions, perhaps leading to the selection of the best qualified persons. By adhering to these principles and practises, South Sudan's Ministry of Petroleum can develop a competent and professional workforce capable of effectively managing the oil sector and serving the

interests of the country and its citizens while remaining free of undue political influence and patronage.

Public employees in the United States, for example, could view the performance review process as political, which would restrict their approval of the process and its results. Additionally, the rapid change in recently hired managers in political organisations reduces the efficacy of performance evaluations because they lack the necessary time to get to know their staff members well enough to assess their work (Naff *et al.*, 2013). This is also the case in the Republic of South Sudan where civil service is highly politicised, but the extent to which the politicisation adversely impact on public sector recruitment processes or senior civil service appointments remains unearthed in the academic literature.

The Republic of South Sudan's Ministry of Petroleum may see a potentially high turnover of newly hired managers, which might be detrimental to the effectiveness of performance reviews and the general management of the ministry. The Ministry of Petroleum can better manage the difficulties caused by high manager turnover by addressing these concerns, encouraging stability, effective leadership, and consistent evaluation practises, and making sure that performance reviews continue to be an important tool for enhancing the Ministry of Petroleum's effectiveness.

In a politicised public agency, it is conceivable that other arbitrary selections will be made after a political appointee assumes a post. In fact, patronage functions as a pyramidal structure that expands both horizontally and vertically, in which superior (patrons) select one or more subordinates to positions based on a commitment to their political or personal interests (Bearfield, 2009; Grindle, 2012). As a result, the majority of the relevant posts at

the agencies go to other political appointments (Lewis, 2008), resulting in a change in hiring processes that occasionally even has an impact on career positions covered by civil service requirements. As an example, during the George W. Bush Administration, adjustments to hiring policies had an impact on the number of immigration judges and bright young attorneys employed by the U.S. Department of Justice (Moynihan & Roberts, 2010).

Especially in the context of petroleum management, the impact of changes in public governance and politics in the Republic of South Sudan on administrative (bureaucratic) leadership performance is a challenging and mostly unexplored field of study. Given the significance of the petroleum industry to the national economy and the possible effects it may have on political stability, economic growth, and governance, it is essential to comprehend this dynamic. The efficient management of petroleum resources is essential for the economic growth of South Sudan. Changes in the political leadership and governance structures can have an impact on how resources are allocated, money is distributed, and how transparent the sector is, which can then have an impact on how well leaders perform. By filling in these knowledge gaps and making efforts to enhance bureaucratic leadership effectiveness in the context of petroleum management, South Sudan may move towards more stable, transparent, and responsible administration in this crucial area, ultimately benefiting the nation and its people.

As a result, it is unclear from the research on the Europeanization of state executives whether a process of politicisation the predominance of politicians or bureaucratisation the prominence of civil servants is taking place (Goetz & Meyer-Sahling, 2008). In contrast,

political science (Poguntke, 2008) and comparative government (Bouckaert, Peters & Verhoest, 2010) suggest to an increase in the politicisation of management within the national executives. The number of EU policy-related issues that penetrate the national political and administrative system exponentially rises as a result of top-down Europeanization. Consequently, disparities among several categories of national concerns could be noteworthy. The question of whether elected politicians or civil servants, also known as appointed officials, exercise leadership is a crucial one in the national process of coordinating EU matters. The debate centres on the relative roles of bureaucrats and politicians (Borrás & Peters, 2011).

The question of the role of bureaucrats (public administrators) vis-à-vis that of politicians in the governance structures of South Sudan's Ministry of Petroleum is indeed a crucial aspect of effective petroleum management. This Politicians and bureaucrats' relationship, and the allocation of leadership responsibilities between elected officials and civil servants, plays a pivotal role in shaping the policies, regulations, and decisions that impact the petroleum sector. The goal of the current study was to fill this gap in the literature, and chapter four presents the results. Because it clarifies the roles and interactions between officials and legislators within the governance structures of South Sudan's Ministry of Petroleum, the current study is important for improving the administration of the petroleum industry. It can help identify opportunities for better collaboration, capacity building, and support of good governance practises in a sector crucial to the stability and growth of the nation.

Further, in Europe, The argument over politics-bureaucracy relations and leadership effectiveness is complicated for many reasons, including the mounting pressure on present welfare states, the emergence of increasingly pluralistic societies, and the falling trust and political engagement of people (Hirst, 2002). A comprehensive analysis would assist prevent the negative effects of organisational politics, which is a problem that plagues today's companies. Employees' perceptions of organisational politics have a role in certain unfavourable and detrimental consequences, including decreased loyalty to the company, decreased task performance, restricted organisational citizenship, and work satisfaction (Asrar-ul-Haq *et al.*, 2019).

According to Bouckenoghe, Zafar, and Raja (2015), organisational politics in the workplace refers to the deliberate use of authority by individuals to further their own interests. Organisational politics can have a number of detrimental effects that, over time, can cause the organisation to become dysfunctional. As a result, the list of effects described below is by no means complete. Playing favourites is one of the detrimental effects of organisational politics, according to Malik *et al.* (2009). Other detrimental effects of organisational democracy include flawed organisational citizenship behaviours including employee backstabbing and a decrease in work satisfaction (Miller, *et al.*, 2008). Organisational politics, as defined by Pettigrew (2014), is the exercise of authority to sway judgment.

Organisational politics, which are characterised by people abusing their positions of power to pursue their personal agendas, can certainly have a negative impact on the Ministry of Petroleum in the Republic of South Sudan. These outcomes may decrease confidence,

obstruct wise choice-making, and ultimately result in ministry dysfunction. The Ministry of Petroleum in South Sudan needs to address organisational politics, and this calls for a multidimensional strategy that encourages accountability, openness, and a culture of fairness. The detrimental impacts of politics in the workplace can be reduced by promoting moral behaviour, creating precise and merit-based promotion standards, and offering training in communication and dispute resolution techniques. Additionally, fostering a positive and productive workplace requires strong leadership that sets an ethical example and maintains moral principles.

Additionally, there are numerous other domains that fall under the umbrella of government sector leadership research. Political allegiances have a significant impact on nominations to public leadership. Political loyalty leadership stresses that workers should support political causes even if it costs them money (Tummers & Knies, 2016). As far as reward system is concerned, According to Hong and Kim (2019), political leaders reward public officials who behave loyally and perform at a level that is considered acceptable.

The government of South Sudan's Ministry of Petroleum depends heavily on effective leadership to enhance both individual and organisational performance. Effective leaders may enhance the workplace, encourage responsibility, encourage innovation, and make sure that the institution's goals and objectives are achieved. Assuring transparency in resource management, navigating complicated issues, and maximising the advantages of the petroleum industry for the nation and its people are all things that effective leadership can do for the ministry.



Jones (2019) defines leadership performance as the capacity of an individual to create, manufacture, and carry out activities rapidly, with fewer resources and better quality. In addition, organisational diagnoses were developed to assess each worker's performance and potential in relation to the tasks they complete for the business. These are the employee behaviours or acts that are observed to be pertinent to the goals of the organisation. It is crucial to emphasise that the aforementioned is closely related to performance evaluation, which serves as a tool for enhancing capital outcomes. Scholars have also looked at the capacity to distinguish between followers and leaders, as well as among successful and unsuccessful leaders (Bass & Riggio, 2019).

The primary manager's subjective evaluation of the organization's efficacy is used to compare it to other businesses in the industry. However, objective metrics like profitability and sales are also taken into account. This study builds a subjective efficacy metric while highlighting the unique characteristics of public organisations. To be more precise, a number of variables were taken into consideration, including user satisfaction, sponsor and ministry satisfaction, official satisfaction, the organization's placement and relative standing, and budgetary, financial, and economic performance. Each factor's degree of significance and accomplishment was determined in a way that produced a relative effectiveness index (Guterresa, 2020). The extent to which leadership performance is influenced by institutional structures in the Ministry of Petroleum is the research gap that the current study analysed.

Leadership styles are at least as prevalent and successful in public bodies as it is in private ones, according to research done in the USA by Dumdum et al. in 2002. He discovers that when employees get to meet with the people who will benefit from their effort, transformational leaders are more effective in inspiring them. This may happen in the commercial sector as well as Denmark's public organisations (Andersen & Jakobsen, 2011).

In Africa, A new, democratic form of government was established in South Africa in the early 1990s as a result of political talks. As per Rouban's (2003) analysis, there are three primary ways in which the politicisation of the public service can be observed: (1) through civil servants' involvement in political decision-making related to public policy; (2) through their political command over the acceptance of career civil servants; and (3) through their political involvement as citizens and voters.

In view of the contextualisation of bureaucracy in South Sudan, the country gained independence in 2011 after decades of multiple protracted wars and conflicts with successive governments of Sudan. But only two years afterwards, South Sudan was engulfed in yet another civil war, this time as a result of ingrained corruption and poor governance in the political and ethnic divisions that had existed beforehand (Blanchard, 2016). It is important to note that the nation's leaders are former rebels who employ a "bush leadership style," which inadvertently exacerbates already-existing conflicts because the majority form of administration is coercive (De Waal, 2014).

It is true that the existence of leaders in South Sudan who have experience in rebel groups and who have a "bush leadership style" might have complicated ramifications for successful shown leadership in the Department of Petroleum and in the nation's overall government. This type of leadership, which is frequently linked to coercion, may make it more difficult to maintain stability, openness, and good governance in the petroleum industry and throughout the nation. In order to address the issues brought on by coercive leadership styles and promote more effective leadership in South Sudan's petroleum industry, a holistic strategy taking political, institutional, and capacity-building aspects into account is needed. It is a difficult procedure that could take some time, but it is essential for the stability, growth, and efficient management of the nation's priceless petroleum resources.

As a result, instead of governing for the benefit of all, many political parties strive to plunder national resources and exercise authoritarian rule. The army is kept apart from government and the SPLM/SPLA by the legislation of contemporary governments do not acknowledge this paradox while being a politico-military group. Since they were limited to the army general headquarters, many cadres were forced to watch as vested groups, including SPLM/SPLA representatives with personal agendas and retired NCP (National Congress Party) cadres—the enemy in power during the liberation struggle—successfully usurped the hard-won liberation of civil populations.

Considering a long tradition of repression including coercion that had defined South Sudanese sovereignty, hopes for the new state in regards to socio-economic growth were high following the end of the conflict with the North in 2005. These aspirations included social services and development. When the conflict ended, the general public in South

Sudan had very high expectations for the provision of services, including housing, water, healthcare, education, and road upkeep. These public services have not been delivered yet. It is the mandate of every organisation to have a policy in place to explain its behaviour and interactions with other institutions that are either directly or indirectly involved whilst carrying out their duties. Companies generally describe characteristics such as vision, mission, values, strategic goals, and metrics in their strategic planning, all focused toward guiding and regulating their operations for the optimal fulfilment and accomplishment of their responsibilities (McNamara, 2007). Inter-organisational networks can change and affect a company in both positive and negative ways. Furthermore, depending on the efficiency of connections, organisations might benefit or suffer when their time and energy committed to partnerships is not effective.

In terms of partnerships, Lasker, Weiss, and Miller (2001) note that these ties highlight partnership uncertainty as a barrier. They usually start when one company evaluates the uncertain future behaviour of its partners. When one partner doesn't execute according to the conditions and terms of the partnership, task uncertainty results (Knight, 2002). Karthik (2002) asserts that there is a greater likelihood of new interactions developing between organisations if they already have ties and links. Similarly, among other advantages that are expected to come from the links between enterprises, the partner companies might acquire cooperative skills from each other, making them better (Karthik, 2002).

Regarding cooperation and partnerships, an organization's capacity for cooperation increases its effectiveness and efficiency in achieving shared strategic and educational objectives. When partners collaborate to accomplish particular goals, their expenses are

significantly reduced for each partner (Sigglekow, 2007). According to Hendrix et al. (2002), cooperative arrangements among organisations led to better access, higher-quality services provided, and cheaper expenses related to their inter-organizational links.

According to the Peace Across Development initiative from 2000, which looked at delivery of public services, the delivery of services was among the main pillars of the SPLM's strategy for establishing peace and a functioning state. Priorities for the post-conflict period placed a strong emphasis on the "peace-dividend" nature of these services. In fact, since 2005, discussions of service delivery and "peace dividends" have frequently overlapped. This is on the view that it was essential to provide newly created local state institutions the ability to provide tangible advantages to the populace in order to prevent the outbreak of war. Decentralized service delivery would have maximized the benefits of better service delivery, particularly to rural regions, by increasing the number of individuals who benefited from central resources.

The Local Administration and System Delivery (LGSD) initiative, which was described as both "peace dividends" and "independence dividends," was designed to be a five-year project that involved legislators and county presidents directly to enhance the delivery of basic services. Since its founding in 1983, SPLM/A has left an enduring legacy of underdeveloped leadership, which is blamed for the shortcomings in service delivery. Since then, the late Chairman Garang has been the sole leader of the SPLM/A, with no one else actively participating in decision-making or effectively empowering them. There have never been any clear-cut strategies for the movement's leadership succession. The SPLM/A did not recognise a leadership void until 2005, when Chairman Dr. John Garang perished

in a helicopter accident. They promptly began accusing former chairman Dr. Garang of failing to prepare them for the leadership transition. One reason for the current political power crisis, which affects all branches of government and public sector organisations, is the deeply rooted culture of the ruling SPLM/A, which discourages the development of future leaders. This ultimately led to the ongoing civil war and the lack of vision and sense of direction.

Even though leadership is often seen as the lifeblood of any organisation, profit or nonprofit, leadership development is such an essential component of organisational functions that it has the power to sustainably improve organisational culture and boost performance. Strong leadership successor strategy and execution, which is an approach that reduces leadership voids for important jobs and gives top people the chance to acquire the skills required for future responsibilities, can help achieve this (Ciulla, 2020). Effective leadership in South Sudan's Ministry of Petroleum, as well as in any business, requires careful planning and control of the leadership succession process. The continuity, future leadership development, and reduction of disruptions brought on by leadership gaps are all aided by this strategic strategy. Planning and managing leadership succession effectively can support the South Sudanese Ministry of Petroleum's long-term resilience, effectiveness, and stability. It is an investment in the organisation's future leadership and its capacity to handle the challenging circumstances that the petroleum industry presents.

Efficient succession of leadership and management strategies are thought to help businesses adapt rapidly to changing circumstances and weather more difficult times. When managed and leadership succession plans are carried out effectively, employees' skills and career

goals are often integrated in line with the company's long-term strategic goals and personnel requirements. Regarding the succession planning processes that South Sudan's public sector organisations employ, however, this is inaccurate. Credible organisations in this nation have a history of succession conflicts and entrenched leadership. This might be the consequence of inadequate capacity building among the new generation of leaders taking on leadership roles, which led to the collapse or improper handling of the organization's financial and human resources. This is especially true for civil service organisations that frequently struggle with issues related to leadership turnover, jeopardising their continuity and level of service quality (Omondi, 2016).

In the context of the petroleum sector in Africa, organisational structure and leadership are crucial elements that affect the efficient administration, development, and control of this precious resource. There are various organisational structures and leadership philosophies due to the diversity of African nations and their petroleum industries. For handling the exploration, development, and commercialization of petroleum resources, many African nations have established National Oil Companies. The organisational structures of the companies might differ; some act as fully integrated entities participating in all facets of the petroleum value chain, while others concentrate on particular tasks like marketing or exploration.

As with the 2018/2019 fiscal year, South Sudan's Republic government has been required by law to fulfil its financial obligations to communities by allocating and transferring monies to them in succeeding budgets. In accordance with petroleum legislation, it must also include important details regarding the distribution, transfer, and expenditure of net

petroleum earnings for producing states and communities. Independent oversight organisations must take part in this process for it to be legitimate and effective.

By offering a framework for responsible and sustainable income utilisation, the Petroleum Revenue Management Act (PRMA) has the potential to substantially impact the future of South Sudan's petroleum sector. It also goes without saying that establishing a Natural Resource Fund is not necessary for sound fiscal management; a number of studies have demonstrated that NRFs are administered similarly to the rest of the economy (Fasano, 2000; Humphreys & Sandbu, 2007). The PRMA simply sets guidelines for incoming revenue and proposes a plan for how it will be distributed and saved. The PRMA merely makes sure that public spending stays within specific bounds and does not prescribe how petroleum proceeds are used once they have left the Petroleum Revenue Fund or the Petroleum Revenue Savings Fund, as the case may be.

The crucial significance of good leadership is not an exception when it comes to the management, exploration, production, and marketing of petroleum resources in South Sudan. Effective leadership is necessary for the prudent and long-term management of this priceless resource in South Sudan, as it is in many other nations with sizable petroleum reserves. So, the key to maximising this sector's advantages while minimising its drawbacks is effective leadership. In order to ensure South Sudan and its people have a sustainable and prosperous future, it calls for responsible governance, open resource management, conflict resolution, and long-term planning. The study therefore examined the impact of political appointees (public administrators) on the organisational structures at the nation of South Sudan's Ministry of Petroleum.



## **1.2 Statement of the Problem**

The Ministry of Petroleum is one of the national agencies of South Sudan tasked with providing high-caliber programmes and activities for the general population. However, if any of their interventions have been implemented, many of them have been marked by subpar performance and low-quality service delivery (SHF, 2016). As reported by OEC in 2019, South Sudan oil production is increased up to 140 thousand billion barrels per day with a growth rate of 8.75% to proliferate the growth of the South Sudan petroleum downstream processing market during the forecasted period. With growing industrialization, ownership of automobiles, and population, domestic petroleum product consumption expanded dramatically. In 2021, South Sudan's population grew by 1.12% to 11,122,026. There are significant amounts of proven oil reserves in South Sudan. With the planned expansion of refineries in South Sudan, the nation's proved oil reserves as of 2020 were estimated to be at 3.2 thousand barrels. Refined petroleum products can be produced domestically to fulfil the growing demand for refined petroleum products (OEC, 2019).

The extent to which the Ministry of Petroleum has earned the high oil production to the advantage of service delivery occasioned by effective leadership performance is not clear in the existing literature.

The current leadership performance, which is meant to be the dividend from the organisational structures upon which the Ministry of Petroleum has been founded, is meant to provide the desired services to the people of South Sudan, with petroleum being the main mineral from which the expected economic accruals are expected to be obtained. Formalising and controlling multiplicity using the separation of labour and communication

systems within the hierarchy is the managerial task of organisational structure. The effectiveness of these organisations is greatly dependent on their internal connections and institutional structures in relation to their external environment. As a result, the leadership style that results in excellent or bad service delivery may be influenced by the organisational structure. Politicians and bureaucrats' interactions are a fundamental issue of administration and governance in relation to the current structural engagement (Rahman, 2015; Svara, 2006). It is unclear from previous studies how the Ministry of Petroleum's organisational structures have influenced its leadership performance. This interaction is a long-standing organisational fundamental and an important topic in the study of politics and public administration.

Furthermore, there has been a great deal of political and social influence on the Republic of South Sudan's public service sector. Better leadership performance can be positively impacted by inter-organizational relations. However, it appears that interorganisational governance is less successful in South Sudan. The aforementioned issues represent a research hole that needs to be filled by academic study. The study looked at how organisational structure influenced leadership performance in connection to how oil revenues were mismanaged, which led to inefficiency in the Ministry, in an effort to close the research gap.

### **1.3 Significance of the Study**

This aimed to determine whether the Ministry of Petroleum's organisational structure effectively delivers necessary leadership performance in terms of institutional structures, political-administrative interface, bureaucratic structures, and inter-organisational

relations. The findings will also benefit scholars in organisational development, leadership, politics, management, and other allied disciplines.

The existing literature lacked clarity on how the Ministry of Petroleum's management of oil revenue impacts service delivery. Further research was required to gain clarity on the impact of the Ministry of Petroleum's management of oil revenue on service delivery; specifically to investigate whether the organisational structure can cultivate effective leadership that drives improvements in service delivery.

#### **1.4 Objectives of the Study**

##### **1.4.1 General Objective**

The general goal of the study was to investigate the influence of organisational structure on leadership performance in the Ministry of Petroleum government of South Sudan.

##### **1.4.2 Specific Objectives of the Study**

- i. To Analyse the connection between leadership effectiveness and institutional frameworks at South Sudan's Ministry of Petroleum government.
- ii. To assess the connection between the Ministry of Petroleum government of South Sudan's political administrative interaction and leadership effectiveness.
- iii. To assess the nation of South Sudan's Ministry of Petroleum's leadership effectiveness in respect to bureaucratic structures

- iv. To investigate the connection between leadership effectiveness and interorganizational relations in the Ministry of Petroleum government of South Sudan.
- v. To analyse potential intervention tactics to enhance leadership ability in the country of South Sudan's Ministry of Petroleum.

### **1.6 Research Question**

Does inter-organisational relation affect leadership style in South Sudan's Ministry of Petroleum government?

### **1.7 Hypotheses of the Study**

The research hypothesis was that organisational structure is related to an organisation's leadership performance in public organisations. The study tested the following hypotheses to achieve the set objectives.

**H<sub>o1</sub>**: The institutional framework and leadership effectiveness in the country of South Sudan's Ministry of Petroleum do not significantly correlate.

**H<sub>o2</sub>**: The country of South Sudan's Ministry of Petroleum's governmental administrative interaction and leadership effectiveness are not significantly correlated.

**Ho3:** Leadership effectiveness and bureaucratic structures don't significantly correlate with the Ministry of Petroleum within the leadership of South Sudan.

**Ho4:** The nation of South Sudan's Ministry of Petroleum's leadership performance is not considerably improved by the intervention techniques used.

### **1.8 Assumptions of the Study**

The researcher assumed that:

1. Cabinet ministers appointed by the President of the Republic of South Sudan and the appointed officials (bureaucrats/administrators) were able to understand the required information for the study.
2. Senior government officials such as Undersecretaries, Director Generals, Executive Directors, Directors and Deputy Directors are the appointed public administrators (bureaucrats) assuming the role of public leadership in their respective organisations. They would, therefore, provide accurate information and data to this study.
3. Most formidable challenges faced by administrative leadership in governmental agencies have a crosscutting effect. Thus, drawing respondents from majority of employees of the Ministry and NilePet will increase the validity of findings of this study.

## **1.9 Scope of the Study**

This study looked at how the nation of South Sudan's Ministry of Petroleum's organisational structure affected its leaders' effectiveness. The researcher also particularly analysed the specific organisational structures including institutional structures, political-administrative interface, bureaucratic structures, and inter-organisation relations and how these forms of structures influence leadership ability in the nation of South Sudan's Ministry of Petroleum. The study was carried out in Juba, which is the capital city of the Republic of South Sudan. The information was sought from the senior appointed and elected government officials in the Ministry of Petroleum, Parliamentary Specialized Standing Committee on Petroleum, the National Petroleum and Gas Commission, NilePet. These officials are cabinet Ministers, MPs, Undersecretaries, Director Generals, Executive Directors, Directors, Deputy Directors, and former senior civil servants of the government of South Sudan. Finally, the study identified and recommended effective means of improving public leadership abilities in enterprises in the public sector. The proposed study was conducted in the month of July of 2022, following the successful defence of the proposal, and obtaining the necessary research permits (the South Sudan Research Ethics Committee).

## **1.10 Limitation and Delimitation of the Study**

Several factors limited the goal of the study and answering the study's research hypotheses. Certain respondents expressed uncertainty regarding the purpose of the research in some circumstances, with the subject of politico-bureaucracy being sensitive. By reassuring them that the research was strictly academic, their information would be treated with the highest

confidentiality, their name would be kept anonymous, and the study would be validated using the available secondary data, the researcher was able to get around this constraint. The questionnaire did not ask the respondents to provide their names or if they did, such names were coded to hide their identity. The other factors were natural, ranging from missing respondents some of whom might have been dead at the time of actual research, to harsh weather conditions. Obtaining permits and authorizations to access certain respondents and information was also strenuous especially from the South Sudan Research Ethics Committee (REC). In addition, secondary data was used to complement the primary data.

### **1.11 Conceptual Framework**

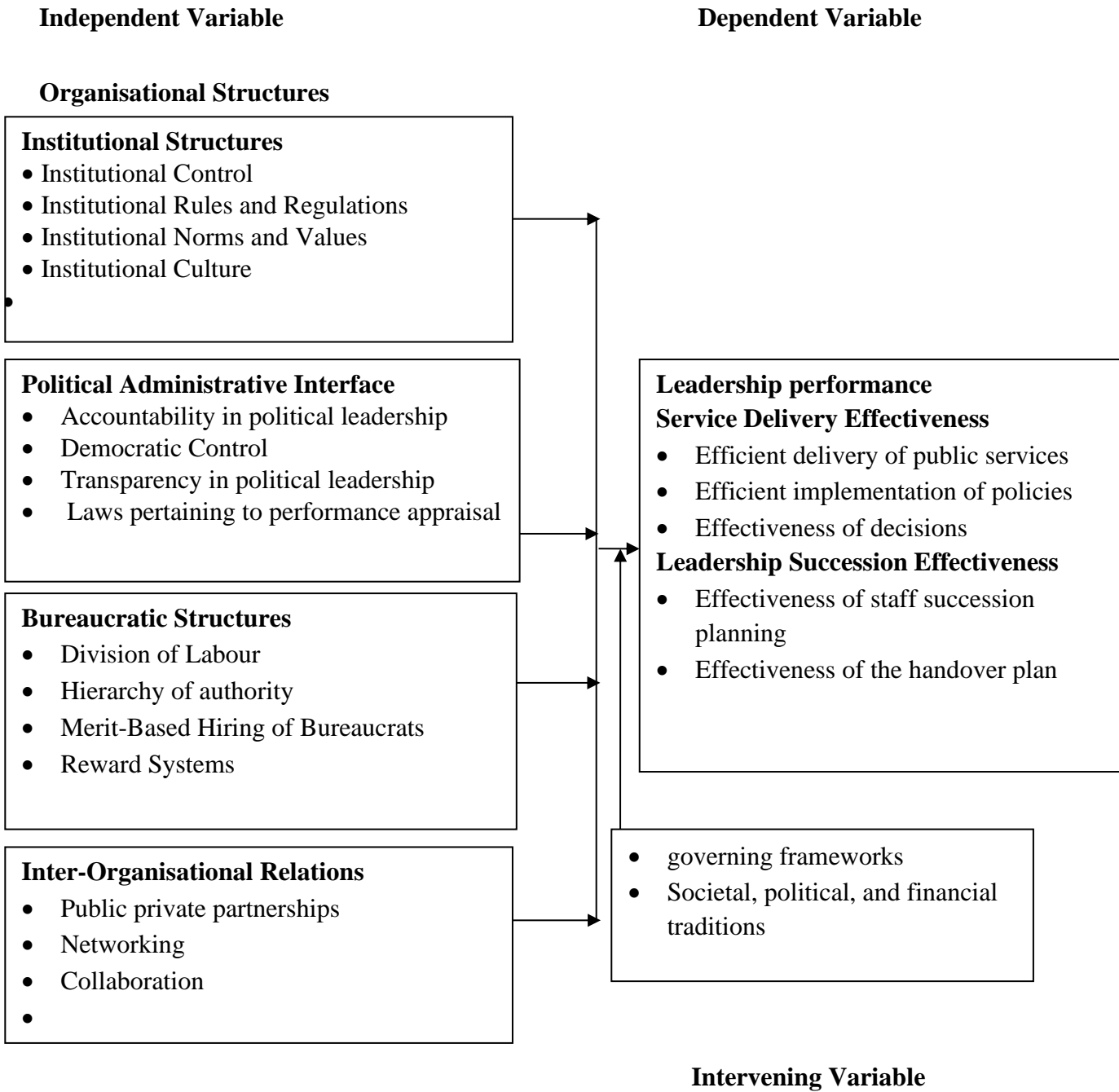
A conceptual framework enables a researcher to design, organise and complete successful examination of the topic through expounding the existing relationship between the selected interrelated constructs (Symth, 2004). (Symth, 2004). The conceptual framework in Figure 1.1 is the graphical portrayal of the variables of the study based on their associated measurable indicators. The first independent variable was institutional structures, the measure indicators of which are institutional control, institutional rules and regulations, institutional norms and values and institutional cultures. The second independent variable was political administrative interface with such quantitative indicators as legislation pertaining to governance accountability, democratic control, transparency, and performance evaluation. The third independent variable was bureaucratic structures, measure indicators of which include division of labour, hierarchy of authority, merit-based hiring of bureaucrats and reward systems. The fourth independent variable was inter-

organisational relations whose measure indicators comprised collaboration, networking, and public-private partnerships.

Leadership performance was the dependent variable, and the two measure indicators were leadership succession efficacy and service delivery effectiveness. The effectiveness of public service delivery, the implementation of policies, and decision-making were used to gauge the quality of the services provided. Staff succession strategy efficacy and handover plan efficacy were used to assess leadership succession effectiveness. The study's intervening variables include efficient political, economic, and social cultures as well as governance structures.

The researcher therefore put forth the hypothesis that the Ministry of Petroleum's effective implementation of organisational structure elements such as institutional structures, political and administrative interface, bureaucratic structures, and inter-organisational relations could result in efficient leadership in terms of efficiently providing services and establishing succession plans for executives. Additionally, it was believed that the Ministry of Petroleum's organisational structure could be improved through the introduction of intervening strategies like better systems of government and productive economic, social, and political culture, efficient service delivery, and leadership succession plans. This would result in the achievement of the best possible leadership performance.





**Figure 1.1: Conceptual Framework**

Source: Researcher, 2022

## **1.11 Operational Definition of Terms**

**Accountability:** In this study accountability meant the degree to which Public Sector Organisations have to explain or justify what they have done or failed to do to the citizens (Abe & Monisola, 2014).

**Bureaucracy:** Bureaucracy meant public administration or administrative structures and persons constituting government institutions responsible for day-to-day operations of the government (of South Sudan) and operates according to its own rules, resists change, ignores outsiders, and stymies those who try to control it or hold it accountable as opined by Ejersbo and Svara (2012).

**Governance:** Governance meant the body or individual exercising the ability to control the political, economic, and administrative aspects of a society (Dixon, 2003).

**Inter-organisational relations:** This is organisations engage in an arrangement to manage interdependencies, bolster their validity, and regain some measure of autonomy or control over their surroundings (Davis et al., 2010; Drees et al., 2013).

**Leadership performance:** Leadership performance meant tangible deliverables being the leadership performance measure indicators, which may include public sector service delivery, accountability and transparency, infrastructure development and collective decisions and actions.

**Organisational politics:** Organisational politics meant Individuals' assessments of the extent to which others engage in unethical, self-serving behaviour as described by Ferris, Russ, and Fandt (1989) and Gandz & Murray (1980).

**Organisational Structure:** This meant the nature of hierarchy tiers, authority centralization, and horizontal integration. Roles and duties within the workplace, particularly those involving specialization, distinction, or departmentalisation, centralization or decentralization, complexity; and communication or coordination mechanisms, including standardization, formalization, and flexibility, are all multidimensional constructs (Mansoor *et al.*, 2012).

**Performance:** Performance meant the efficiency and effectiveness by which a public-sector organisation can execute a process or policy.

**Politics:** Politics meant the art of governance, politics as governance, politics as agreement and compromise, politics as authority and resource distribution, etc. To sum up, it might be claimed that politics simply a game of power, and that the politicians are its actors or participants. (Weber, 1947).

**Politico-Bureaucracy:** Politico-bureaucracy meant the relationship between power game by politicians and appointed technocrats that operates according to its own rules, resists change, ignores outsiders, and stymies those who try to control it or hold it accountable (Weber, 1947).

**Service Delivery:** Service delivery meant the delivery of social care, such sanitary water supply, good roads, healthcare delivery and electricity, intended to alleviate human suffering and by extension, enhance the quality of life of the citizens as put it (Abe & Monisola, 2014).

**Succession Planning Strategy:** This meant passing the leadership mantle from one regime to the other.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter provides an outline of the theoretical framework that served as the foundation for the study's variables and offers a review of the literature on the numerous elements that affect bureaucratic leadership efficacy in public sector organisations and how politics and bureaucracy connections affect it. This section also includes empirical literature review on the major variables with an aim of identifying the research gaps that the study intended to fill. This chapter reviewed the parameters of the study to enable the readers to engage with the context of the study.

#### **2.2 Theories Informing the Study**

This study was guided by Contingency Theory, Leader Member Exchange Theory (LMX) and Agency Theory. The basis for effective leadership in South Sudan's public sector organisations was established by the Contingency Theory. The relationship between politicians and bureaucrats and how it affects leadership performance in South Sudanese public organisations was examined using the Leader Member Exchange Theory. Finally, the Agency Theory was used to analyse the effect of the structure of governance on leadership performance in public sector organisations in South Sudan.

##### **2.2.1 Contingency Theory**

Contingency theory whose proponents are Lawrence and Lorsch (1967) is one kind of behavioural science and a well-known theoretical framework for understanding organisations. It claims that there may not be a perfect method to run a business, manage a

team, make decisions, or implement a strategy (Namada, 2017; Too & Makokha, 2016). This theory is often referred to as "situational," "circumstantial," or "best fit" theory because there is no universal set of guidelines for management policies and practises (Namada, 2017; Too & Makokha, 2016). According to this point of view, the best course of management depends on the particulars of the circumstances in which governance is being used, as certain strategies may be effective in some contexts but not others. The setting of the organisation, its culture, its organisational structure, its leadership, its method of decision-making, and its business strategy all play a role.

Currently, a key framework for the research of organisational design is contingency theory (Donaldson, 2001). One school of thought holds that an organisational structure that adapts to its environment is the most successful. Structured contingency theory is another name for the dependency organisational structure theory. structure (Pfeffer, 1982). Dealing with organisational evolution and adaptation is challenging due to structural contingency theory's static character (Galunic & Eisenhardt, 1994). How a static condition of fit among structure and contingency fosters superior performance is the focus of structural contingency theory's static core (Woodward, 1965).

Luthans (2011) argues that the efficacy of management is dependant upon the interplay between the implementation of administrative behaviours and particular events. Put differently, your approach to management ought should alter based on the situation. It makes an attempt to challenge the "one-size-fits-all" model of management. It continues by saying that in order to choose the best organisational framework, strategy, and design to

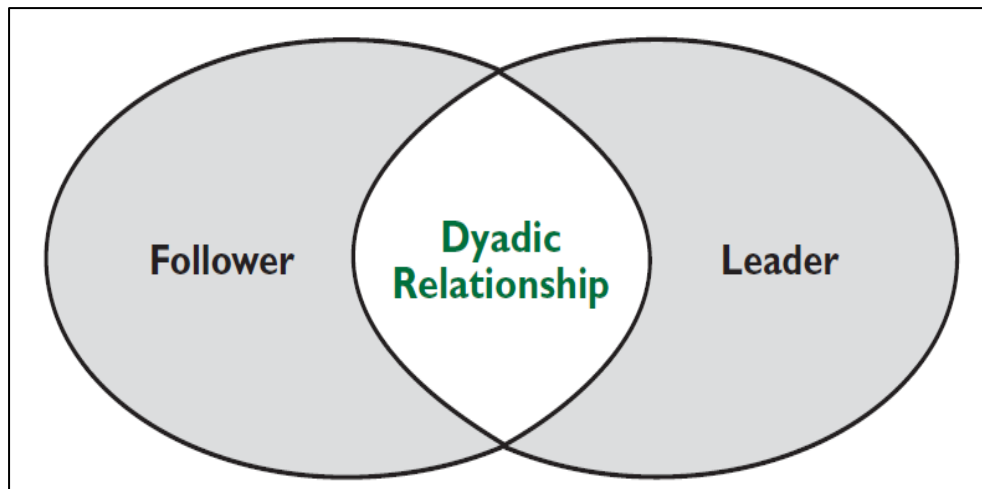
meet organisational objectives, leaders must assess the contextual factors (Ouma, Ombui, & Kagiri, 2013).

In essence, the contingency approach recognizes that effective management is not a fixed set of behaviours but rather a dynamic process that requires flexibility and adaptation. Successful managers are those who can assess the situation, consider the relevant factors, and apply appropriate management behaviours to achieve the best outcomes. It is important for managers to develop a deep understanding of their organisation, their team, and the multiple factors that can influence management effectiveness in different situations. This enables them to make more informed decisions and tailor their approaches for optimal results.

When making judgements, leaders must take into account every facet of the current circumstance and take action on those that are crucial to the current situation. The researcher noted that, as organisational structure is one of the study's independent variables, Contingency Theory makes sense. The examination of organisational structures affecting leadership performance, such as institutional structures, political-bureaucratic structures, and inter-organizational linkages, was based on contingency theory. This theory provided the framework for the investigation and the tests of the research hypotheses.

### **2.2.2 Leader Member Exchange Theory**

According to Northouse's (2019) Leader-Member Exchange (LMX) theory, leadership is a process that centres on the relationships that exist among leaders and their followers. Northouse further ventures that the LMX theory establishes a dyadic bond between leaders and subordinates which is the centre of the leadership process (see figure 2.1).



**Figure 2.2: Leader Member exchange (LMX) Theory**

Source: Leadership Quarterly 6 (2), G.B. Graen & M. Uhi-Bien page 247

According to Leader-Member Exchange theory, the core of the management process is the leadership and subordinates have a dyadic relationship. According to the Leader-Member Exchange Theory, leaders ought to handle their following as a unit. Depending on whether they belong to the in-group or the out-group, leaders have different degrees and levels of treatment for their subordinates (Graen & Scandura, 1987). The hypothesis asserts that because supervisors have limited time and resources, they do not interact with subordinates equitably (Graen & Cashman, 1975).

The supervisor may rely on subordinates within the organisation to carry out their responsibilities in line with the employment agreements, to volunteer for more work, and to assume additional responsibilities. In exchange for a subordinate's success on unstructured activities, the supervisor may alter individual and positional resources (insider



knowledge, power to influence decisions, task allocation, job flexibility, support, and attention) (Graen & Cashman, 1975).

A person with higher LMX link is considered privileged and has faster access to resources than someone with a lower LMX relationship, according to the theory of leader-member exchange (Gerstner & Day, 1997; Liden & Graen, 1980). Colleagues in high-Leader Member interactions may perform better than peers who lack the resources needed to advance and progress if they have access to these resources. According to Häkkinen (2012), the responsibilities of both leaders and followers in an organisation and reciprocal confidence towards dependability are key components in the effective construction of the Leader-Member Exchange hypothesis. Employees in higher Leader-Member exchange relationships receive better role-related information from their supervisors, such as freely shared prospects (Graen & Uhl-Bien, 1995) and responses to results (Dulebohn et al., 2012). This information helps the employees adapt and change their behaviour, enabling them to outperform their lower Leader-Member exchange coworkers. This is supported by both social exchange theory and Leader-Member exchange theory.

As a result, Northouse's validation of the LMX hypothesis was used to support the finding that employees inside organisations had relationships with one another and the boss. The only leadership strategy that places the dyadic connection at the centre of the coaching process is LMX theory. Additionally, the LMX theory emphasizes the need of interaction in leadership. However, Northouse notes that LMX leadership occasionally encourages the growth of favoured groups in the workplace and may come out as unjust and discriminating. The LMX leadership style was employed in this study to evaluate the nature of the

connection between high career civil servants and politicians, as well as the ways in which this relationship affects administrative (bureaucratic) performance as leaders in public sector organisations.

The two functions of the Leader-Member Exchange hypothesis are to characterise and to prescribe leadership. The dyadic interaction is the key idea in both cases. All subordinates should engage in productive conversations with the leader. The whole work group transforms into an in-group when the leader concentrates on methods to build trust and respect among all followers rather than on differences. The fundamental theories underlying Leader Member interchange are not well developed. How are good leader-member exchanges created? What strategies may be used to develop accountability, respect, and trust? What steps are involved? The aspect of leader-member dialogues is being scrutinized due to numerous metrics and degrees of examination.

Such such as, "How is the extent of politician-civil servant exchange cultivated?" were posed in the study. How do politicians and bureaucrats in the highest branch of government establish trust? How are accountability and respect upheld? Exist any official norms or procedures that protect bureaucratic managerial performance from political leadership intervention when it comes to the interactions amongst politicians and bureaucrats?

In light of the data analysis performed for this investigation, the researcher will attempt to use LMX theory to provide some insights into how politicians-bureaucrats relationships may influence leadership performance in the bureaucracy. Also, from the finding using servant leadership theory, the researcher will explain how the public sector can employ servant hood style of leadership to develop in-groups and out groups within the entire work

force of South Sudan. Members Exchange Theory has covered the key facets of leadership, yet it still has a few flaws. The theory addresses in-group and out-group concerns, but it says nothing about how someone who follows might switch from a particular group to the other. Important aspects of leadership, like the rules governing promotions and decision-making, have been shown to have an effect on how a company is run.

Ineffective political administrative interface, which extends Leader-Member Exchange (LMX) Theory—which holds that leaders should treat followers as a collective in order to achieve greater leadership goals—was the cause of the poor management performance in the South Sudanese national petroleum sector. The conclusion that leader-employee relationships are necessary for the administrative interface to influence the performance of leadership at the South Sudanese Department of Petroleum was supported by the LMX Theory.

The LMX theory makes it challenging to produce inequalities in the situation. Leader-Member Exchange Theory was the basis for the analysis of how politician-bureaucrat relation and organisational politics influence administrative leadership performance in South Sudan's Ministry of Petroleum. Although Leader-Member Exchange Theory can be used to analysis of how politician-bureaucrat relation influence leadership performance, the theory cannot be used to analyse governance structure and intervention strategies, which was analysed using Agency Theory. This is because Leader-Member Exchange Theory is based on organisational leadership whereas the study also analysed governance structure and intervention strategies.

### **2.2.3 Agency Theory**

One of the basic anchoring ideas of governance structure is this. Principal-agent theory is the foundation of the theory. One entity, the principal, designates another, the agent, according to the framework. The main advocates of this theory, Jensen and Meckling (1976) see organisations as a collection of implicit and explicit contracts with corresponding rights and hence a division between ownership and management of businesses. According to this idea, there is an agency connection between the management, which stands in for the politicians and bureaucrats, and the citizens (who represent the state's owners). The form of governance, with a focus on citizens, is seen by advocates of agency relationships in this context as a tool for assessment and oversight. According to them, the governance structure aims to minimize any issues that may result from a principal-agent relationship (Mallin, 2010). The people who pool resources through taxes for production must choose between running their own state themselves or employing representatives with the necessary training and experience in public service administration.

Agency theory proposes that elected politicians should be drawn from all parts of the country to be representative. Additionally, the Chief Executive Officer (CEO) post and political positions should be separated in order to save agency expenditures. This is especially true if the CEO has influence over the lawmakers. The fact that the company is primarily seen through the eyes of the owners is one of the main drawbacks of applying conceptual framework to corporate governance. As a result, other stakeholders are not taken into account while planning for and managing the company. Choosing to maximize shareholder profit at the cost of bureaucracy, the environment, and the state as a whole might be the result of such a scenario. Agency Theory was deployed to analyse the effect

of the governance framework and leadership performance intervention tactics in South Sudanese public sector companies.

### **2.3 Review of Empirical Studies**

The broad and particular aims of the research were discussed in this chapter along with pertinent literature. Three theories—Contingency Theory, Leader Members Exchange Theory, and Agency Theory—formed the basis of this study and served as its compass. These theories were linked to the research objectives. In order to critique, present, and create research gaps that the current study will fill with new theoretical and conceptual understanding, the objective of the empirical review was to examine the work of previous researchers on organisational structure and management effectiveness in South Sudanese public sector organisations. Based on the theories presented and empirical studies reviewed, it is evident that organisational structures influence leadership performance in public sector organisations. However, the extent to which this influence is being experienced in South Sudan civil service appears to be an academic grey area.

#### **2.3.1 Institutional Structure and Leadership Performance in Public Sector**

A prescription for excellent performance is a well-designed organisational structure. The hierarchical levels, power centralized, and horizontal integration characteristics are all included in the organisational structure. Work division, specifically roles or duties, with specialty, divergence or divisional, complexity, decentralisation or centralization, and techniques of coordination or interaction with systemization, flexibility, and standardisation, are all multidimensional constructs (Mansoor *et al.*, 2012). This study did not analyse how institutional structure of The nation of South Sudan's Ministry of

Petroleum in terms of institutional control, rules and values influences leadership performance which was analysed by the study.

The effectiveness and efficiency with which an organisation uses its resources determines its performance (Daft & Marcic, 2013). Organisational performance is assessed by comparing the actual output or outcomes of an organisation to its expected outputs, purposes, or objectives. Actual output or outcomes are measured against an organisation's expected outputs, aims, or objectives to determine organisational performance. According to David (2009), assessing organisational performance comprises comparing anticipated and actual outcomes, looking into plan deviations, assessing individual performance, and tracking the organisation's progress in achieving its stated goals. These studies did not analyse leadership performance output, which was analysed by the study.

Performance is largely determined by how well an organisation is built; The altering ideas or principles that institutional leaders are required to preserve have been linked to a variety of processes (Bleiklie, 2002). Companies with high levels of bureaucracy often have lengthy and time-consuming processes and procedures, therefore the company seldom benefits from spontaneous proactivity because of the lengthy decision-making process. Organisations usually have a variety of different structures, as well as embedded substructures and systems. As per Ravasi and Schultz (2006), such characteristics give an organisation a special structure that managers must comprehend if they need to alter the way an organisation works, its strategic direction, or its industry positioning because a culture of excellence and excellence gives its inhabitants a competitive edge.

With an emphasis on the Oman Oil and Gas Industry, Thomas (2020) examined the leadership style that organisations ultimately adopt and how it affects how well employees continue to perform. The study concludes that in order to attain the intended outcomes, leaders must inspire their teams to do the appropriate actions. The study also found that in the present scenario, whereby the West is trying to make a name for itself in the oil and gas industry, the likelihood of an organisation crumbling under extreme pressure is fairly high if its leadership is not providing adequate guidance.

Effective leadership in petroleum industry involves not only setting clear goals and expectations but also inspiring and supporting employees to reach those objectives. The current study, which filled an empirical gap and presented findings in chapter four, examined the relationship between leadership performance and institutional structures in the nation of South Sudan's Ministry of Petroleum. In contrast, Thomas (2020) study, which was conducted in Oman, had a global perspective.

The effect of task-focused leadership abilities on project team enthusiasm in the petroleum business was studied by Madokwe (2022). When it was convenient for all of them to gather information from the participants, all participants who were employed on projects across the targeted area were randomly given structured surveys with open-ended as well as closed-ended questions. organisation. Examine the questionnaire in detail to determine whether it was created specially to satisfy the demands and specifications of the participants. After being returned, sixty-eight completed surveys were examined. A Likert scale was used to gauge the views, opinions, and thoughts of the research participants.

Both quantitative and qualitative techniques were applied in the process of gathering data. Transparency, passion for learning, team building, development, coaching leadership, transformational, participative, democratic leadership, motivation, appropriate planning, efficient time management, accountability, sharing of information, responsibility, rewarding accomplishments, and critical leadership competencies are just a few of the beneficial leadership traits identified by the study.

In contrast to the Madokwe (2022) study, which looked at the advantages of transformational, cooperative, democratic management, that of coaching leadership, good communication skills, collaboration, team development, succession planning, openness, passion for learning, and nurturing trust within teams, the current study examined the relationship among organisational frameworks and leadership effectiveness in the Department of Petroleum of the government of South Sudan. The empirical gap was filled.

Albandari (2020) looked on how the leadership development course affected organisational performance, innovation culture, and transformational leadership. The mixed research approach utilised in this study includes the use of surveys and interviews. The results showed that organisational performance, innovative culture, and transformational leadership are all significantly impacted by leadership development programmes. Meeting business production targets and observing Health, Safety, and Environment (HSE) requirements were found to be priority based on interviews conducted with managers and senior personnel.

The results also showed difficulties in the process of nationalising leadership roles. The identification of requirements for training, practical reflection and follow-up support, and



assessment presented some problems, according to data gathered from interviews with trainers for the Leadership Essentials Programme (LE). This study filled an empirical gap by examining the relationship between leadership performance and institutional structures in South Sudan's Department of Petroleum. The results are presented in Chapter 4. Albandari's (2020) study was based on the oil sector in Omani.

In the oil and gas sector in Oman, Albusaidi (2020) looked at how managers and workers perceived organisational politics, employee performance, and leadership styles. In addition to conducting interviews with 27 executives and staff members, survey questionnaires were given to 184 managers and 209 employees. The results showed that workers thought their leaders demonstrated an approach to change more frequently than a transactional type. The findings also indicated a bad correlation between workers' opinions of organisational politics and transformational leadership. Studies have also demonstrated a positive correlation between the perception of organisational politics and transformative leadership. Additionally, it demonstrated a negative correlation between organisational behaviour and views of organisational politics.

According to the research, transactional leadership behaviours should be developed first in Oman's oil and gas industry leadership development programmes, and then transformational leadership behaviours. Studies also suggest that leadership development initiatives ought to incorporate efficient assessment instruments. It also implies that rules and procedures related to hiring and promotion should be reviewed and reevaluated by human resources departments of oil and gas corporations. The current study, Albusaidi (2020), fills an empirical gap by examining the relationship between leadership

performance and institutional structures in the country of South Sudan's Ministry of Petroleum. The findings are reported in Chapter 4.

According to Gerard's (2019) findings, the annual compensation of a specialised employee can be more than 400% of their turnover cost. This numerous case study set out to look into effective methods that executives of oil and gas companies employed to keep specialised workers on staff. Eight managers from four oil and gas businesses in a southern US metropolis made up the study's specific population. Of these, three were engineering managers and five were hiring managers who had a track record of successfully keeping specialised workers.

Three themes emerged from the analysis: (a) better specialised employee retention through work-life balance; (b) better specialised employee retention through leadership engagement; and (c) better specialised employee retention through monitoring and retention assessment using research tools and data analysis. In contrast to Gerard's (2019) study, which was carried out in the American oil and gas industry, the current study filled an empirical gap by examining the relationship between leadership performance and institutional structures in the country of South Sudan's Ministry of Petroleum. The findings are presented in Chapter 4.

In a Nigerian oil and gas company, Gajere and Nimfa (2021) looked into how organisational culture was affected by strategic drift. In this study, a survey research design was employed. The main technique of gathering data for the study was employed. Multiple regression analysis and a quantitative method were employed to examine the hypotheses. The study's conclusions showed that, although having little effect on organisational culture

within the Oil and Gas Company of Nigeria, managerial culture, organisational flexibility, and strategic resilience all had significant and positive relationships with the organization's culture.

The study states that strategic managers of oil and gas businesses in Nigeria need to enhance their strategic resilience competence. The current study, which filled an empirical gap and presented findings in chapter four, looked at the relationship between leadership performance and institutional structures in the country of South Sudan's Ministry of Petroleum. In contrast, the Gajere and Nimfa (2021) study was carried out in Nigeria.

Ejoh and Omoile (2023) evaluate the Nigeria National Petroleum Company (NNPC) and industry players' preparedness to execute the Act's strict schedule using a portfolio management framework and a change management technique. The study looks at the difficulties in managing change in the oil and gas sector, accounting for cultural disparities, misunderstandings, and problems with cooperation across global participants. The research highlights the significance of cultural, historical, and leadership elements in evaluating readiness and preparedness for change, in addition to policies, procedures, accountability structures, agendas for change, human resources, and technology integration.

The results demonstrate how stakeholders and other variables hinder the implementation of beneficial changes, emphasising the role that change management plays in assessing preparedness. The report emphasises the necessity of significant changes to the NNPC as well as the possible advantages of privatisation, including direct public ownership and a board with a focus on business. Given that the petroleum sector is interdependent, the research emphasises how important it is. In contrast to the current study, which filled an

empirical gap and presented findings in chapter four, Ejoh and Omoile (2023) looked at the relationship between leadership performance and institutional structures in the country of South Sudan's Ministry of Petroleum.

The results showed a positive and significant relationship between health and safety management practises in oil exploration businesses and organisational practises and government policy. On the other side, there is a negative and significant correlation between health and safety management practises in oil exploration businesses and organisational problems. According to the study's findings, oil exploration companies significantly increased their utilisation of safety management methods because of increased adoption of organisational and governmental policies. According to the report, the oil and gas exploration businesses should increase the abilities of everyone involved to manage intellectual capital effectively, minimise waste during exploration and production, and manage oil fields and hazardous wastes effectively at all levels. The relationship between institutional structures and leadership qualities in the government of South Sudan's Ministry of Petroleum was the empirical gap filled in this study, which was conducted in the oil sector in South Sudan, and the findings are provided in chapter four.

According to the empirical studies that were analysed, the Republic of South Sudan's Ministry of Petroleum has had to deal with a variety of issues with its institutional settings and the effectiveness of its leadership. The situation might have changed since then; thus it is crucial to keep in mind that you should check this information with the most recent sources for the most recent developments. The inadequate capacity and competence inside the ministry have been one of the Ministry of Petroleum's main challenges. Being a new

country, South Sudan has had difficulty developing the institutional capacity needed to operate its petroleum industry successfully. This also applies to technical and regulatory shortcomings.

Transparency and accountability mechanisms within the ministry have been lacking. This has led to concerns about corruption and mismanagement of oil revenues. Ensuring that the institutional structure promotes transparency is crucial for the responsible management of oil resources. Coordination among various government agencies and departments involved in the oil sector, such as the Ministry of Finance and Economic Planning, has sometimes been inadequate. This lack of coordination can lead to inefficiencies and disputes over resource allocation. Leadership in the Ministry of Petroleum is responsible for negotiating agreements with international oil companies. The terms of these agreements, including revenue-sharing arrangements, have been a subject of debate and criticism.

### **2.3.2 Leadership Performance in Public Sector**

According to Rouban (2007) and Carino (1991), the politicisation of bureaucracy may result in the establishment of government institutions that are detrimental. However, with the establishment of strong public service control, politicisation can be a key factor in promoting the democratisation process. It is important to note that the idea of the politicisation of bureaucracy primarily focuses on and defines the ways in which politicians and bureaucrats interact. According to the literature, it is uncertain whether politicisation of the bureaucracy is to blame for South Sudan's subpar service delivery, which has an influence on the efficiency of the governmental departments.

According to Jahan and Shahan (2008), there are two ways in which politics and bureaucracy might interact. The first political engagement is policymaking; partisan appointees to the bureaucracy come next. They uphold the public administration basis theory, which is a well-known politics-administration contradiction. There is a clear difference between governance and politics, in light of this paradigm. That is policy, and the elected officials and the bureaucrats who carry it out should make the decisions. They contend that the acquisition of the authority to formulate and carry out political policies by civil personnel is another example of politicisation. Stated differently, civil servants carrying out political tasks in addition to carrying out legal or financial mandates (Rouban, 2007). It's unclear from the literature currently in publication if South Sudanese government officials are politically involved in their nation and how it affects leadership effectiveness as seen in the quality of services provided.

Organisational politics are unofficial means of gaining power through competition that isn't based on merit, according to Olorunleke (2015). One could argue that the main purpose of politics is to acquire power, whether directly or indirectly, through means like promotions, better pay or other resources, or attractive tasks. Organisational politics is a search of self-interest of individuals in the organisation without considering the achievement of objectives in the organisation.

According to Bouckenooghe et al. (2015), organisational politics in the workplace refers to the deliberate use of authority by individuals to further their own interests and objectives. In order to influence decisions and influence an action, many managers turn to exploiting their position of authority inside a company. Organisational politics have the power to alter

behaviour and turn the harmony and effectiveness of an organisation into something more harmful. Destructive results can range from decreased job satisfaction and loyalty to the organisation as a whole to decreased job effectiveness, higher intentions for turnovers, and increased job anxiety. In their research, Daskin and Tezer (2012) highlighted some of these harmful organisational effects.

Aarab (2020) investigated the patterns that govern and globalize Qatar Petroleum (QP) and the oil and gas sector. According to the findings of the study, the principal governance model (elite ruling) agent (QP) governs the sector. This system allows the Qatari state to act as the primary authority, delegating the national mission, objectives, and functions to its agent QP. The Emir, as chairman of the Supreme Council for Economic Affairs and Investment, determines the national company's policy, budget, appointments, investments, and contracts with International Oil Companies (IOCs). In contrast to the current study, which evaluated the relationship between leadership performance and the Department of Petroleum's political-administrative interface in the state of South Sudan, this study was carried out in a developed nation. The analysis of the data presented in Chapter 4 filled this gap.

Krane (2019) examined Saudi Arabia's energy governance, evaluating the nation's climate strategy, policies, and resources. The study discovered that one obstacle is the response from the domestic people to the reform of the Saudi energy social compact. The majority of the public's response to the subsidy change has been negative. For more reforms to progress and for the cost of energy to be fully rationalised, the Saudi people must comprehend and embrace the changes that the monarchy is pushing for. Given this

uncertainty, Saudi Arabia's investment in non-combustion applications of oil, particularly petrochemicals, which make up less than 10% of the world's total oil demand, seems wise. Climate action should have less of an impact on non-combustion uses of crude oil. Saudi Arabia's exposure to climate and demand risk could be abated further by diversifying its reliance on oil. In that sense, climate action may compel the kingdom to take additional steps in accordance with the international climate strategy in its own self-interest. Saudi Arabia's role in climate talks has evolved, but it is still far from amicable. Internal combustion engines and jet turbines continue to be important to the kingdom. This study was carried out in a developed country—Saudi Arabia—in contrast to the current study, which assessed the relationship among leadership effectiveness and the political administration interface in the Division of Petroleum of the country of South Sudan. Chapter Four addresses the void in the data analysis.

Asongu, Arhin, Abdulai, and Bawole (2023) focus on hydrocarbon production, exploration, and income sharing in order to investigate the political economics of oil and gas governance. The significance of geopolitics and interparty politics in influencing the governance of oil and gas is underscored. The data analysis presented in Chapter 4 of the study filled this gap.

This study was carried out among selected developing countries in Africa as opposed to the current study that assess the connection between the Republic of South Sudan's Ministry of Petroleum's political administrative interaction and leadership effectiveness, a gap filled by the analysed data presented in chapter four.



Acheampong, Ackah, Lartey, Kyem, and Ketemepi (2020) draw a comparison between the governance structures that existed in Ghana before oil and gas were discovered and those that prevailed during the production era. Next, we compare Ghana's performance on important global governance indices such as the Resource Administration Index, Corruption Ranking, and Mo Ibrahim Administration Index prior to and following the oil discovery. The research's motivation for concentrating on Ghana is as follows: First, the IMF projects that Ghana's economy would grow at one of the quickest rates in the world in 2019 as well as thereafter, mostly due to the discovery of new reserves of oil and gas. Second, the nation's political stability is comparatively steady when compared to other nations in the region. The findings indicate that an emphasis is placed on the enactment of laws and policies, as well as evidence that these laws are implemented to some extent. However, enacting legislation does not ensure sound government. The implementation of laws is often the missing piece. Due to the discretionary nature of some of these laws, institutional and individual actors may act in a self-serving manner. International governance indices must therefore take into account both the possible effects on the governed as well as the manner in which these rules are put into practise. Unlike the current study, which evaluated the relationship between leadership performance and the political administrative interface in the Department of Petroleum of the country of South Sudan, this study was conducted in Ghana. The data analysis reported in Chapter 4 of the study addressed this gap.

In Ghana's oil and gas industry, Ayanoore (2018) investigated the politics of elite commitment to support indigenous involvement and content. The study explained how elite interests and ideas generate evolving forms of political commitment to managing oil in the

public interest by utilising an expanded "political settlements" framework (including concepts). Three primary cases serve as the basis for the analysis: the politics involved in creating and passing local content laws, the method by which these laws were put into effect, and the work done to get Ghanaian businesses ready to take part in the market. Politicians in Ghana were encouraged by the country's competitive political system to exploit policy commitments on local content as a means of enlisting elites from the commercial and civil society sectors into what would eventually become the ruling coalition. This move, combined with the coalition's resource nationalist ideology at the time, contributed to relatively high levels of elite commitment to developing ambitious targets within the legislation. This thesis, which employs a comprehensive political settlements approach, shows how "power relations," "elite bargaining," and "ideas" have shaped and will continue to shape Ghana's efforts to avert the resource curse. It also offers deeper insights into the political economy of the factors that motivate elite commitment to managing oil in the country's best interests. Unlike the current study, which examines the relationship between leadership performance and the interplay between politics and administration in South Sudan's Department of Petroleum, this study was conducted in Ghana and focused on the politics of elite dedication to support local content and participation. The data analysis presented in Chapter 4 fills this gap in the study.

Morgunova (2020) examined how a range of trends and shifting societal demands are affecting the energy sector overall, as well as the oil and gas sector in particular. Considerable global endeavours are presently in progress to enhance energy sustainability, and noteworthy patterns are manifesting. In contrast, the global power system is evolving more slowly. The thesis offers insight into the crucial elements of change inside the

international energy system and demonstrates an understanding of how long-term improvement in the global power system may be promoted using a study of the oil and gas industry. This thesis adds to the body of knowledge on industrial dynamics on big socio-technical systems and sustainable energy transitions from a theoretical perspective. As compared to the current study, which assesses the relationship between the effectiveness of leadership and the political administrative connection in South Sudan's Department of Petroleum, this study focused on the international energy sector as entirety and the oil and gas sector in particular. The gap in the analysis of the data is filled in chapter four.

According to Abdullahi (2020), since the exploration of oil and gas has gained significant commercial importance in the Nigerian economy, the battle to strike a balance between maximizing revenue, attracting investors, and protecting the people and environment of host communities has remained a mirage. While time is of the essence, the industry's sluggish approach to reform and the failure to pass the Petroleum Industrial Bill have created an atmosphere of uncertainty, scaring away potential investors. Unlike the current study, which fills the gap left by the data analysis reported in chapter four, this study was conducted in Nigeria and examines the relationship between leadership performance and the Department of Petroleum in South Sudan's political administrative interface.

For many African nations, oil is their main source of income, according to Nkem, Topp, Devine, and Ogaji (2022). However, communities residing in oil-rich locations may face a variety of health and welfare issues as a result of extraction. This study examined how the oil business affects the health and happiness of communities throughout Africa. Six databases were searched for empirical and descriptive literature concentrating on the effects

of the oil sector in every African nation from 1960 to 2021 using a systematic method guided by PRISMA. The main focuses of the economic dimension were the high rates of unemployment and poverty, as well as the inadequate compensation for livelihood dislocation and environmental harm brought on by oil exploitation. There is little doubt that the oil industry's operations in African nations have a number of discriminatory consequences. On the other hand, the small amount of empirical research restricts our knowledge of how people who live in oil-rich areas handle social exclusion and their own lived experiences; this is a topic that needs further study. Unlike the current study, which fills the gap left by the data analysis reported in chapter four, this study was conducted in Nigeria and examines the relationship between leadership performance and the Republic of South Sudan's Ministry of Petroleum's political administrative interface.

The statistical evidence shown by Ari's (2021) study offers empirical support for the notion that market-seeking (measured by GDP for each capita), resource-seeking (measured by fuel export), as well as efficiency-seeking (measured by labour force) factors influence inbound foreign direct investment (FDI) in the oil and gas sector in Nigeria. The study also found that foreign direct investment (FDI) in oil and gas significantly boosts economic growth (measured using GDP per capita). Nonetheless, compared to non-OECD countries, Nigeria's economic growth is more significantly impacted by oil and gas foreign direct investment (FDI) from OECD countries. Empirical results indicate that inward foreign direct investment (FDI) in the oil and gas sector in Nigeria significantly improves export performance, as determined using oil and gas exports.

The study examined Libya's economic development under Gaddafi's former authoritarian regime and the current transitional government, as well as the main political factors influencing the Libyan economy's instability and appropriate solutions. It also illustrates the main pathways through which political unrest is transmitted to economic expansion. Unlike the current study, which fills the gap left by the data analysis reported in chapter four, this study was carried out in Libya. It evaluated the connection between the effectiveness of leadership in the South Sudanese Department of Petroleum and the governmental administrative interface.

Abass (2022) asserts that oil has contributed significantly to the economic growth of South Sudan and Sudan both prior to and following their secession. There were many challenges when oil was introduced onto the Sudanese market in 1999, especially with regard to institutional quality and export diversification. As the proportion of oil exports to overall exports climbed, so did oil dependency. Consequently, both economies were severely shocked by South Sudan's 2011 separation. As a result of this occurrence, the newly formed nation suddenly finds itself flush with oil money. Simultaneously, the parent nation saw an overnight 70% loss of the country's proven oil reserves. This sets Sudan's scenario apart and offers macroeconomics a once-in-a-lifetime opportunity. According to the findings of this study, the loss of oil has created incentives for better economic performance in Sudan. South Sudan is experiencing reciprocal oil dependence, which has resulted in export concentration, institutional degradation, and macroeconomic instability. Abass (2022) study was conducted in South Sudan but did not assess the connection between the Republic of South Sudan's Ministry of Petroleum's political administrative interaction and leadership effectiveness, a gap filled by the analysed data presented in chapter four.

Thor (2019) assessed the impact of an oil company's Community Social Responsibility (CSR), environmental impacts from oil resource production, and involuntary displacement due to oil production on the socioeconomic well-being of the household. The study targeted households within a 10-kilometer radius of five oilfields in Greater Unity of South Sudan: Munga, Toma South, Elnaar, Toor, and Unity, with a population of 25,000 people. A structured questionnaire was used to interview a stratified random sample of 378 households. On a scale of 1-10, the socioeconomic well-being of the households in the study area was found to be 4.82 (Low). The socioeconomic well-being of Greater Unity State households was found to be positively influenced by corporate social responsibility (.989,  $p = .001$ ) and negatively influenced by environmental factors. The analysed data in chapter four fills the gap left by Thor's (2019) study, which was carried out in South Sudan but did not assess the connection between leadership effectiveness and the political administration interface in the Republic of South Sudan's Department of Petroleum.

The complex relationship between leadership performance and the political-administrative interaction in the Department of Petroleum of the government of South Sudan has contributed significantly to the difficulties the oil sector in the country has faced. In some cases, political leaders may exert undue influence or interference in the operations and decision-making of the Ministry of Petroleum. This can lead to decisions that prioritize political considerations over the efficient and transparent management of the oil sector. Such interference can have a negative impact on leadership performance, as it may undermine the ability of the ministry's leadership to make impartial and effective decisions.

The appointment of leaders within the Ministry of Petroleum is often a political decision. When leadership appointments are based on political patronage rather than merit and expertise, it can result in leaders who may not have the necessary qualifications or experience to effectively manage the complexities of the oil sector. This can, in turn, affect the overall performance of the ministry. The political-administrative interface plays a crucial role in shaping the policy and regulatory framework governing the oil sector. If political leaders prioritize policies that prioritize short-term political gains over long-term sector sustainability, it can hinder effective leadership performance. Conversely, when political leaders support sound regulatory and policy measures, it can enhance leadership performance by providing a conducive environment for responsible resource management. The connection between the Ministry of Petroleum's leadership effectiveness and the political-administrative interface is inherently tied to broader political dynamics in South Sudan. Therefore, addressing these issues requires a multifaceted approach that considers political stability, governance reforms, and sector-specific measures to improve leadership performance and promote responsible management of oil resources.

### **2.3.3 Bureaucratic Factors and Leadership Performance in Public Sector**

Public services in any government play a key role in the well-being, sustainability and growth of communities, cities, and nations. In order to actively include residents and community groups in the process of creating stable social and economic circumstances, it is believed that both government and private services are essential (Calabro, 2011). In order for any society to have economic empowerment, good governance and freedom are not just desirable circumstances but also necessary ones (Burnell, 2017). According to Burnell's (2017) research on the governance structure, democratic government and effective

governance are not just desirable prerequisites for fulfilment in all countries, but also necessary ones. The study's focus was on whether South Sudan's instability could be explained empirically by an inefficient political and bureaucratic organisation. When democratic good governance is combined with a capable, ethical, and transparent public administration, it refers to a political system that is modelled after liberal-democratic law and safeguards civil and human rights.

According to Edwards, O'Grady, and Jenkins (2019), bureaucratic rules are implemented in organisations where agents have few direct financial incentives to pursue the policy desired by the principal. On the other hand, these limitations may cause delays and rigidity. They studied the impact of bureaucratic regulations on drilling for oil and gas, production, as well as pollution in Wyoming by using the Pacific Railroad Acts to assign alternating square-mile land pieces to private owners and a natural experiment. With only modest modifications to the original land assignment, significant natural gas production from the Green River Formation—which was not yet known when the area was assigned—has taken place after allocation. Due to adherence towards the National Environmental Policy Act, private land licences for drilling are granted more slowly than on federal land. Drilling and output on federal lands are generally lower than on private holdings, which is consistent with the expected impact of the delay.

In 2020, Harris, Sigman, Mikkelsen, Meyer-Sahling, and Schuster conducted research. Smearing the office with oil? The resource curse, bureaucrats, and political spending. What part do bureaucrats play within the resource curse emerging in countries that have just found oil? According to a large body of research on the "resource curse," political figures



use the money they receive from natural resources to further their own political agendas at the expense of sustained economic growth. The role for bureaucrats, who oversee daily operations of the state, has been generally disregarded in this literature. Political spending can be aided or hindered by bureaucrats in ways that lessen the resource curse. Using data from a survey experiment involving more than 3000 government workers in Ghana and Uganda—two nations that have recently discovered gas and oil—we find that bureaucrats are more inclined to oppose spending practises which help political supporters when they are informed about oil revenue. The results also suggest that there might be material reasons at play: bureaucrats in Uganda who are confident in their positions and do not belong to networks of government patronage are more likely to be against political application of oil wealth. These results cast doubt on the unified state presumptions that underlie a large portion of the literature on the resource curse, especially with regard to emerging oil producers. Furthermore, they contend that in order to prevent or lessen the resource curse, policymakers ought to include civil servants in their efforts. This study was conducted in developing economy as opposed to the current study that investigated the nation of South Sudan's Ministry of Petroleum's leadership effectiveness in respect to bureaucratic structures, a gap filled by the analysed data presented in chapter four.

Olujobi (2021) looked into the reasons behind the inefficiency of anti-corruption measures in Nigeria's upward petroleum sector. This doctrinal legal study endeavour employed a library research technique in addition to a point-by-point comparative methodology. This study shows that a lack of political will to enable effective regulatory intervention and the poor application of anti-corruption law regimes are two factors that contribute to corruption. This study suggests that the ineffectiveness of anti-corruption groups non

Nigeria can be attributed to several factors, including inadequate funding, lax enforcement of the nation's anti-corruption law framework, and a lack of political will on the side of the Federal Government to combat corruption. Because of the non-disclosure or confidentiality clauses found in the majority of these contracts, investigations carried out during this study show that the Nigerian National Petroleum Corporation's (NNPC) operations have been characterised by inadequate record-keeping, an absence of accountability, and secrecy in the awarding of oil contracts, oil licences, leases, and other financial transactions. In addition, access to their data and certain of these disputed agreements is restricted throughout an arbitration process. This has also hindered the research project's progress and its capacity to apply its conclusions broadly. Unlike the current study, which filled the gap left by the data analysis reported in chapter four, this study was carried out in Nigeria. The current study examined the relationship between leadership performance and bureaucratic structures in the Department of Petroleum of the government of South Sudan.

Overall, the variety and strength of outcomes show that political leaders have a far greater capacity to influence bureaucratic organisations and reorient bureaucratic activities toward their specific political goals than even Blondel anticipated. Unlike the current study, which filled the gap left by the analysed data reported in chapter four, this study was done in a developed economy. The current study examined the relationship between leadership performance and bureaucratic structures in the Department of Petroleum of the country of South Sudan.

Olujobi (2021) investigated Deregulation of the downstream petroleum industry in Nigeria: a summary of the legal conundrums and suggestions for enhancement. Deregulatory

measures in the downstream petroleum sector are necessary to fill shortages and boost the production of petroleum products in Nigeria. By studying the strategies of other developed nations in reshaping and strengthening legislation related to the downstream oil industry, the aim is to increase industry proficiency through governance, statutory changes, and fierce corporate competitiveness. In order to support a doctrinal legal study procedure, the research utilises a conceptual legal approach that is based on current literature. Constitutional and case law are examples of primary and secondary legal sources that are consulted in this research. The study found that the industry was not attractive to financiers to establish private refineries that will ensure an adequate supply of petroleum and reasonable returns on their investments because of the government's excessive regulation of the industry, which includes absolute authority over the industry and inconsistent pricing of oil commodities. The study's conclusions include recommendations for how to pass the Petroleum Industry Governance Bill 2017 more quickly, including the need for high-tech policy fusion and incentives for downstream investment. It also suggests total deregulation of the sector to encourage private investment and stop subsidy disbursements from developing into a new source of corruption.

South Sudan's post-Comprehensive Peace Deal (CPA) government is divided into three levels: the national, sub-national (state), and local (county-level and below). This organisational system led to the division of South Sudan into ten states, with Counties within each state. Each County was partitioned further to lower ranks of One for and Bomas, and in certain cases, Bomas are separated into sub-Bomas and rural areas. In addition to these official institutions, informal institutions persisted, particularly traditional and civic members with "spiritual links" like rainmakers, land custodians, and traditional

healers (Monye Menu) (Schomerus & Aalen, 2016). This politico-bureaucratic structure can pose a challenge to public service delivery of which the current study will collect data from the Ministry of Energy and Petroleum. Whether this structure of governance contributes to the leadership underperformance in South Sudan is not clear in literature which *the study* analysed and results was utilised to expand theories and knowledge around politico-bureaucracy.

South Sudan was split into 10 states and 79 counties at the beginning of the CPA in 2005 (Schomerus and Aalen, 2016). Party leader Salva Kiir issued an executive order in October 2015 to boost the number of states from 10 to 26 and then to 32 in January 2017 and then back to 10 states in 2018 following the signing of the Revitalised ARCISS. This was followed by a rise in the number of counties, payams, and bomas. Counties have grown between 86 in 2011 to over 400 in the present. The social makeup of most Counties, Payams, and Bomas changed as a result of this change, with the majority of their inhabitants coming from similar ethnic or clan backgrounds as opposed to the beginning of the CPA when most Regions and some Payams and Bomas were made up of neighbourhoods from different ethnic backgrounds. This trend is reminiscent of how villages made up of communities of the same tribe or clan served as local government entities during the colonial era. The government has virtually inherited the previous pattern whereby governmental institutions followed ethnic lines by converting these colonial divisions of authority into counties, payams, and bomas. For instance, Upper Nile State included a variety of ethnic groups before the shift, including the Nuer (Naath), Dinka (Jieng), Shilluk (Cholo), and Mabaan. Today, meanwhile, each of these tribes either already has their own counties, payams, and bomas, or they desire to.

### *Independent Commissions*

The Sudanese Land Commission (SSLC) was established by the post-CPA administration as the country's top land controlling body. In collaboration with national organisations involved in land tenure, including the Minister of Land and Building Infrastructures and the Department of Forestry and Agriculture this committee was entrusted with creating land policies and legislation (GOSS, 2005)

According to the SPLA-led government's decentralization programme, SSLC was supposed to be decentralized to the semi (state) and regional levels of government in order to provide services to all facets of society. State Land Commissions were established in each state, and these SLCs were then decentralized into County Land Authorities, Payam Land Councils, and Boma Land Administration quality (BLA). A PLC is led by the Payam director selected by the Council Member, a BLA by the Boma administration who is also a staff member of the County, and a CLA is led by the Councilman who is nominated by a state governor. Chiefs also participate in the legal and informal management of local lands. Chiefs talk about land concerns in their regions with Payam Director and Boma Administrators, who are the leaders of PLC and BLA, as part of the official institutions. As they are also regarded as informal institutions, they (chiefs) collaborate with non-state players on local land ownership in their regions. Chiefs are nominated to their posts, like the other employees of local government, often by the City councilman. Although the rules now in place imply persons in those offices should be chosen by and responsible to the people they represent, those appointments have become common practice (GOSS, 2005).

The Land Act of 2009, created by the SSLC as part of the land reform process, established a new system of land ownership by defining territory as public, private, and communal land, which are belonging to the state, private enterprises, and communities, respectively (GOSS, 2009a). This is significant since South Sudan's pre-CPA land rules allowed the government control of property in rural regions. Various informal players play a part in land governance, in particular in rural areas in addition to the official institutions that were established during this time as detailed above. In the regions where we gathered the data, Monye Menu (land custodian), who is often charged with overseeing land in rural regions on behalf of landowners, is the most prominent of the irregular stakeholders to land governance.

#### *Institutions of the Justice Sector*

Similar to the plain area, the judicial sector differed between the conventional and statutory systems in the post-CPA era, with each system relying on a unique corpus of laws. This is also another legacy of imperialism and postcolonial administrations, who discriminated among statutory and traditional laws as well as afterwards Islamic and other laws, much as colonialism did among civil and custom laws. The statutory sector mainly references the Judiciary Act of 2008 (GOSS, 2008), but it also takes into account international legislation including those pertaining to rule of law and human rights. of law (GOSS, 2005). The foundation for the creation of the statute justice system, including the creation of courts and the nomination of judge to various levels of court, is improved by the addition of these laws. On the other hand, the custom (or the customary) judicial system draws from regional norms and traditions that are unique to residents of each region (GOSS, 2009b). The underlying premise of the opening of this structure is that laws in each local government

entity (Payams and Bomas) should always be pertinent to its residents because most Bomas, Payams, and some Regions consist of homogeneous clans or ethnic groups. This would enhance the belief of fairness in the classical justice system.

Over than 80% of South Sudan's population lives in rural regions and relies on the customary law system to settle conflicts, hence it is widely used in society. In order to regulate the formation of legal system in Counties, Payams, and Bomas, the government created a special statute known as the Act on Local Government with the assistance of donors (GOSS, 2009a).

In terms of functions, the separation of the justice sector's institutions into statutory and customary ones would restrict the existence of legal courts to cities and customary courts to Payams and Bomas communities. Formally, cases of a customary nature cannot be addressed to the statutory courts or the other side around because the statutes now in effect do not identify any levels of cooperation among statutory and conventional courts. In actuality, though, both kinds of organisations interact intimately at every governmental level. In Counties and Payams, there are now established statute courts presided over by first- and second-grade judges, respectively. All governmental levels have representatives of the chiefship institution, which is the traditional side. The study looked at whether and how this coexistence has prompted interaction, as well as the implications for citizens.

Regarding the hybrid management structure, in principle, the post-CPA era governance structure would offer the foundation for decentralizing the formal institutions. According to this plan, specialised entities will exist at every one of the three levels of government to address regional issues in compliance with federal law. Nasir County, for example, would

have six magistrates' courts under these arrangements, one in the Area supervised by a next judge and one in each of its five Payams supervised by a second-grade judge. Historically, there used to be a top chief for every one of the Bomas, a head chief in each of the five Payams, with a paramount chief in the county capital in Nasir. This county would have Payam Land Councils, Boma land administrations, and a County Land Authority in the land sector.

South Sudan began as a quasi-state divided under ten states at the beginning of the Comprehensive Peace Deal in 2005, and the ten states as a whole were divided into 79 Counties. Salva Kiir, the president of South Sudan, declared in October 2015 that the 10 states it had exist since 1992 would be abolished and that 28 new states will be created, followed by 32 in January 2017. The president's choice to boost the number of states was met with mixed reactions; while some state patrons supported it, a significant portion of the political class opposed it. As a result, efforts by administrations in Khartoum to alter the administrative framework within South Sudan led to tensions between the two regions and a sense of solidarity among the country's elites in opposition to their counterparts in northern Sudan. But opposition to the changes in South Sudan's administrative structures is not new; prior to the country's independence in 1956, southern elites advocated for a federal form of government as a respectable substitute for southern independence, a position that northern political elites rejected (see, for instance, Johnson, 2014). The 1983 Bor Mutiny, which resulted in the foundation of the SPLA, was partly caused by elite resistance in South Sudan during the 1980s against the Southern Regional government's partition into the three areas of Equatoria, Upper Nile, and Bahr El Ghazal.



Contrarily, tensions between the diverse levels of government and the ruling classes in South Sudan have increased as a result of the post-CPA desire for a federal form of administration or the country's increased split into 28 and then 32 states (Schomerus and Aalen, 2016). President Kiir replied to some of his opponents' requests by altering the authority of the country by adding more states, but he did so without addressing the basic governance problems that underpinned political squabbles and the country's ongoing need for federalism. This chapter demonstrates how tensions between communities—which run the potential of turning into ethnic conflicts—have been exacerbated by ambiguity over administrative unit boundaries and levels of power.

According to Ding (2018), implementation studies regularly address the importance of bureaucratic attitudes for successful policy and reform implementation. The chance to evaluate bureaucratic attitudes inside the Chinese administrative system is made possible by the Transformation of Integrated Administration Executive System since it directly affects the authority and responsibilities of Chinese bureaucrats. What influences the mind-sets of Chinese officials might be one of the main questions regarding bureaucratic attitudes. This research seeks to investigate the variables influencing Chinese bureaucrats' opinions toward the Unified Administrative Executive System change, one of the most significant administrative reforms now taking place in China. The study found that the authenticity of the radical system and the political ideology of the central state, as well as the concern with chief relationships and part of the deliberation of bureau-shaping tactic from a rational choice perspective, have a significant influence on the behaviours of Chinese bureaucracies toward the reform of the Integrated Institutional Executive System. Once more, the extent to which the Government of South Sudan's civil service reforms

have improved bureaucratic-political interactions for better leadership is unclear from the body of previous research; however, this vacuum is addressed by the study's results and analyses.

According to De Simone (2016), since the collapse of the 1990s, state-building initiatives in "post-conflict" contexts have been backed by the global donor community, but they have frequently been deemed ineffectual. This thesis examines the state-building endeavour in South Sudan from a historical standpoint, demonstrating how these initiatives—which are characterised as technical and apolitical—intertwine with the longer-term, negotiated process of state creation. The interaction between local actors and international programmes has established the arena in which this discussion takes place. Due to the management of collective rights to land, services, and self-rule by traditional authorities, South Sudanese politics are becoming more ethnically oriented as the customary and bureaucratic domains of the modern state converge. Since local actors view these laws and regulations as essential to obtaining access to state resources, they shape the "rules of the games" that govern their interactions with the state. These linkages give rise to two different types of dynamics: vertical patronage relationships and horizontal ethnic fragmentation. When the local community and their traditional authority appropriate these discourses on administrative efficacy and efficiency, they contribute to the re-politicization and/or ethnicization of the state-building process by creating a communal subject. Although this study was conducted in South Sudan, it did not address to the current study that investigated The nation of South Sudan's Ministry of Petroleum's leadership effectiveness in respect to bureaucratic structures, a gap filled by the analysed data presented in chapter four.

The country of South Sudan's Ministry of Petroleum has a strong correlation among bureaucratic structures as well as leadership effectiveness, which can significantly affect the effectiveness, efficiency, and transparency of the ministry's activities. The bureaucratic structure of the Ministry of Petroleum, including its hierarchy and division of responsibilities, can either facilitate or hinder leadership performance. A well-defined and streamlined organisational structure can enable leaders to make informed decisions and implement policies effectively. Conversely, a convoluted or unclear structure may lead to confusion and inefficiency. Improving the connection between the Ministry of Petroleum's bureaucratic systems and leadership effectiveness is crucial for responsible and effective management of South Sudan's oil sector, which is vital for the country's economic development and stability.

#### **2.3.4 Inter-Organisational Relations and Leadership Performance in Public Sector**

Designing an Inter-organisational Cooperation Management Model in Oil Companies was investigated by Porseshbin, Bagherzadeh, Mehrara, and Gholi Pourkanani (2021). The findings revealed four dimensions, 17 components, and 63 indicators for the interorganisational cooperation management model used by oil companies in the Pars Energy Special Economic Zone. The dimensions of inter-organisational cooperation management in oil companies in the Pars Energy Special Economic Zone are environmental, cultural, organisational, and leadership style.

Such factors are more significant than other dimensions to the concept of inter-organisational cooperation management model in oil companies, with a load factor of 0.99 for the environmental dimension, a load factor of 0.82 for the cultural dimension, a load

factor of 0.79 for the organisational dimension, and a load factor of 0.89 for the leadership style dimension. This study was conducted in Iran which is oil rich country with many years' experience of exploration, refinery and sales compared to the current study which investigate the relationship between inter-organisational relations and leadership abilities in the government of South Sudan's Ministry of Petroleum, a gap filled by the analysed data presented in chapter four.

In the UKCS oil and gas industry, cooperation is a developing organisational strategy for logistics resilience. Oke (2020) looked into this. The results of this study verify that control mechanisms and management strategy have a major influence on the result of both planned and inadvertent cooperation. On the other hand, the performance of the partnership is not significantly impacted by the supply chain's flexibility. By showing that the existence of a specific alliance role and binding contracts are essential preconditions for the establishment of a cooperative cooperation, including emergent cooperation, the study advances the body of information in inter-organizational studies. The study also identifies study limitations and suggests areas for future research. This study was conducted among the UKCS oil and gas sector compared to the current study which investigate the link between leadership effectiveness and interorganizational ties in the government of South Sudan's Ministry of Petroleum, a gap filled by the analysed data presented in chapter four.

Mwangi (2018) examined effective engagement with external stakeholders through a case study of the upstream oil and gas industry in Kenya. Owing to Kenya's limited upstream oil and gas activity, the study targeted a population of comparable or related national infrastructure projects that have been done or are currently being implemented using an

exploratory research design. In summary, among other things, upstream oil and gas development include drilling wells, constructing facilities for oil extraction, and storing crude oil. This is comparable to other large infrastructure projects such as the construction of roads, railways, or airports. The report urges thoughtful consideration of successful and inclusive stakeholder involvement, with a particular emphasis on communities as important stakeholders. In contrast to the current study, which examines link between leadership effectiveness and interorganizational ties in the government of South Sudan's Ministry of Petroleum, this study focused on the upstream oil and gas sector in Kenya; the analysis of data presented in Chapter 4 fills this gap.

The impact of a supply chain risk management approach, as influenced by firm size, on the business performance of oil and gas marketing enterprises in Lagos, Nigeria, was examined by Asikhia, Makinde, Akinlabi, and Olawore (2022). For this study, a survey research design was adopted. With a sample size of 362 people, the study population comprised 1,044 full-time workers from five carefully chosen oil and gas marketing organisations in Nigeria's downstream petroleum industry. The study employed proportional, stratified, and purposeful sampling approaches. An altered and verified questionnaire was utilised to get primary data from respondents. The data was analysed using hierarchical multiple regression and descriptive multiple regression approaches. The results showed that the supply chain risk management strategy significantly affected the oil and gas marketing enterprises located in Lagos in terms of their company performance. The results also showed that the association between supply chain risk management approach and company performance among oil and gas marketing enterprises in Lagos, Nigeria, was significantly mitigated by firm size. The study concludes that in order for oil and gas marketers to

develop a framework that will enable them to thrive in a changing environment and improve overall performance, their management should employ strategic agility measures to gain a thorough understanding of the Nigerian oil and gas business environment. In contrast to the current study, which examines the connection between leadership performance and inter-organizational relations in the Department of Petroleum of the country of South Sudan, this study was carried out in Nigeria. The data analysis reported in Chapter 4 fills this gap.

In an empirical study, Moadmuang (2014) examined negotiation strategies, firm power, and transaction cost economics (TCE) in the oil and gas industry. The findings of TCE refinement revealed inconsistent support for the theories, suggesting that not all types of firms can benefit from TCE prediction. First, it performs effectively for low-power enterprises in asymmetric power interactions. Second, asymmetric power relationships are more conducive to its effectiveness than symmetric power interactions. Third, companies without mutual dependency benefit more from TCE than do companies that do.

The results show that: (a) the TCE framework should incorporate power structure to enhance the ability to anticipate TCEs; and (b) the interplay between negotiating tactics and governance modes can account for relationship performance. One conclusion, nonetheless, begs a new question: to what extent does the company's utilisation of information exchange—that is, different kinds of information—have a moderating negative influence on the connection between the outcomes of end-product enhancement and the problem-solving negotiating strategy? This study was conducted in a developed economy, Norway compared to the current study which investigate the connection between leadership

effectiveness and interorganizational ties in the country of South Sudan's Ministry of Petroleum, a gap filled by the analysed data presented in chapter four.

Derah (2020) looked on the relationship between organisational performance and enterprise risk management. A mixed-methods research design was employed to ascertain how ERM practises affected organisational performance. This included using semi-structured interviews to offer context to the study and distributing 300 questionnaires. The study found that top management commitment, culture, and risk appetite were crucial success factors for the successful implementation of ERM. Promoting an organisational culture that is sensitive to risk mitigation is crucial from a cultural standpoint. This suggests a company that upholds a strong safety culture (with values, attitudes, and views that are risk-aware). Compared to the current study, which examines the connection between leadership efficacy and interorganizational relations in South Sudan's Department of Petroleum, this study was carried out in a developed economy—Qatar. The analysis of data presented in Chapter Four fills this gap.

Corporate social responsibility initiatives in Nigeria's oil sector were examined by Akpaka (2020). Eight CSR managers who create policies, start, and carry out CSR programmes at oil and gas businesses in Nigeria participated in the study. They stand to gain from more efficient and successful methods of interacting with stakeholders. Manager interviews were the main method used to collect data, with publicly accessible records from the two organisations coming in second. The gathered data were coded and subjected to a thematic analysis. The study's conclusions can be used by managers to enhance business procedures by introducing numerous stakeholder involvement and dialogue to raise the salience and

engagement of stakeholders. Building stronger ties between stakeholders and encouraging more active involvement of stakeholders in CSR initiatives are two possibilities for social change. Unlike the present study, which looks at the relationship between interorganizational interactions and leadership effectiveness in the government of South Sudan's Ministry of Petroleum, this study was carried out in Nigeria. The data analysis reported in Chapter 4 fills this gap.

Dok (2019) looked at Nile Petroleum Corporation (Nile Pet), a South Sudanese company, as a case study for Strategic Alliance as a Competitive Strategy in the Oil and Gas Industry. With an emphasis on Nilepet Petroleum Corporation, the research design employed the descriptive survey approach to ascertain the consequences of strategic alliances as a competitive strategy in the expansion of the oil and gas industry. Every one of the 301 executives of Nilepet Petroleum Corporation was the study's target population. Simple random sampling was employed by the researchers to choose study participants.

The sample size for this investigation was determined by the researcher using the Krecje and Morgan sample determinations formula, and it was 169. To gather primary data, semi-structured questionnaires were employed. One benefit of strategic alliances, according to the report, is that there is no need to tender new work inside the alliance, standardised contracts and call-off procedures, competitive costs in exchange for consistent work, and more effective project delivery with fewer sourcing efforts. The results showed that strategic alliances lead to more successful project delivery, with staff members dedicated to multiple alliance projects, more involvement in project delivery, and ongoing improvement because of the stability of the alliance.



According to the study, one of the benefits of strategic alliances included more efficient project delivery with reduced sourcing efforts because there was no need to tender new work within the alliance, standardized contracts and call-off procedures, and competitive prices in exchange for stable work. The findings revealed that strategic alliances led to more effective project delivery, with greater involvement in project delivery, personnel committed across projects within the alliance, and continuous improvement due to the alliance's stability. The findings revealed that a lack of economic diversification is a serious challenge, that volatile fiscal policy poses a serious challenge to the company, and that poor social development indicators are a threat. In summary, rigorous partner selection as a strategy ensured clear scope of work, cross-functional review of contractors, and honest self-evaluation, the company shared strategy, objectives, and goals by ensuring strong alignment of goals and approach with clear proposition for all partners and creating right contracting models by matching contract model with projects, market conditions, and internal competencies.

The findings also revealed that businesses should use value-based decision making by identifying value opportunities early and consistently, making project decisions based on value, and implementing robust performance management by developing key performance indicators linked to alliance benefits, holding regular executive reviews, and resolving performance issues. Although this study was carried out in South Sudan, it was on strategic alliance as competitive strategy compared to the current study which investigate the connection between leadership effectiveness and interorganizational ties in The Ministry of Petroleum of South Sudanese government, a gap filled by the analysed data presented in chapter four.

The nation of South Sudan's Ministry of Petroleum's leadership effectiveness and interorganizational relationships is significant, as it can greatly influence the effectiveness and outcomes of the ministry's activities. Inter-organisational relations refer to how the ministry interacts and collaborates with other government agencies, international organisations, oil companies, and stakeholders within the oil sector. Effective inter-organisational relations involve coordination and collaboration with various stakeholders. Effectiveness of leadership in the Department of Petroleum depends on the ability to foster positive relationships and work cooperatively with other entities, such as the Ministry of Finance, regulatory bodies, and oil companies. Good working relationships can lead to more streamlined processes and better decision-making.

Interactions with regulatory bodies are crucial for setting and enforcing industry standards and regulations. Effective leadership in the Ministry of Petroleum involves collaborating with these bodies to develop and enforce regulations that ensure environmental protection, safety, and responsible resource management. South Sudan's oil sector often involves international actors, including oil companies and foreign governments. Leadership performance depends on the ministry's ability to engage in diplomatic relations and negotiations to secure favourable terms for the country. The relationship between inter-organisational relations and leadership performance is dynamic and can have far-reaching consequences for South Sudan's oil sector. Effective leadership in the Ministry of Petroleum should aim to create a conducive environment for collaboration, transparency, and responsible resource management.

### **2.3.5 Intervention Strategies and political Leadership Performance in Public Sector**

The historical and cultural background of South Sudan in many ways may have impacted on politics-bureaucracy relations which in turn influence bureaucratic leadership performance in public sector organisations. The political system may have developed systemic and/or organisational cultures, with political elites at the apex of its operation. These systemic organisational cultures have a significant impact on bureaucrat-politician relations, which in turn influence how bureaucrats (administrators) exercise their leadership in public sector organisations, which also affect their leadership or organisational performance.

Eliogu-Anenih (2017) studied strategic leadership in Nigerian public administration. The study used a case study of Tertiary Education Trust Fund (TETFund) and collected data from 17 staff members through face-to-face interviews. The data was analysed using content analysis, and the findings revealed the presence of pseudo leadership and blame avoidance behaviour, both of which are detrimental to the efficiency of the public sector. Recommendations include using strategic leadership, administrative accountability, patriotism, and reframing to improve leadership attitudes at TET Fund and other public sector organisations. By providing the Nigerian population with necessary services, the adoption of the findings will improve living conditions and promote economic growth, resulting in positive social transformation. The current study evaluates intervention techniques that might be used to increase the efficacy of public leadership in the Department of Petroleum of the Republic of South Sudan; the data analysis presented in chapter four fills this gap. This study was conducted in Nigeria on strategic management in Nigerian public administration. In Nigeria, Ojogiwa (2021) investigated the crux of

strategic leadership for transformed public sector management. According to the findings, strategic leadership is a dimension of strategic management that has a positive relationship with organisational effectiveness.

To achieve the anticipated transformations, Nigerian public organisations must pay special attention to the fundamentals and transformational qualities of strategic leadership. Furthermore, existing leadership channels and energies in the public sector should be redirected in order to improve the efficacy and effectiveness of the public service delivery system. This study was conducted in Nigeria on strategic leadership in the crux of strategic leadership for transformed public sector management whereas the current study evaluate potential intervention tactics to enhance the efficacy of public leadership in the Department of Petroleum in the country of South Sudan; this is a need addressed by the data analysis in chapter four.

Mogbolu (2021) investigated Oil and Gas Industry Leaders' Strategies for Local Supplier Development. The goal of this multiple case study, which was founded on sustainable supply chain management theory, was to investigate the strategies used by leaders in the oil and gas industry for the long-term development of local suppliers. Participants included five executives from oil and gas companies in Nigeria's Niger Delta region. Semi-structured interviews and a review of company documents were used to collect data. Six emergent themes emerged from the study's data analysis, which was influenced by Yin's five-step model. These themes included developing management and technical skills, working with stakeholders, leveraging the organisational structure, creating business opportunities, and effective fiscal management. Leaders in the oil and gas sector are strongly advised to start

mentorship programmes to assist local suppliers in advancing their technical, managerial, and financial competencies. One of the consequences for good social change is that leadership in the oil and gas sector have the capacity to assure the survival of local suppliers' enterprises and foster a culture of entrepreneurship in their host countries, thereby reducing unemployment. This study was conducted in Nigeria on Leaders' Strategies for Local Supplier Development whereas the current study evaluates potential intervention tactics to enhance public leadership efficacy in the Department of Petroleum of the country of South Sudan; the data analysis offered in chapter four fills this gap.

The study of Kenyan cooperatives of savings and credit was done by Miriti (2021) as part of her research on organisational performance, strategic leadership, and strategy execution. Structured questionnaires were used to gather primary data from management of these organisations and additional information from published performance evaluations for a cross-sectional descriptive study of 133 societies out of a target population of 175. The performance was just passably satisfactory, and there was only a moderate application of strategic leadership and strategy execution. A positive significant association ( $p < .05$ ) was found between organisational performance and strategic direction, control, and human capital emphasis (strategic control:  $r = .526$ ; strategic direction:  $r = .473$ ; human capital focus:  $r = .328$ ). Performance and strategy execution also showed a strong positive correlation ( $r = .328$ ,  $p < .001$ ).

While human capital focus (Wald = 29.768,  $p < .001$ , exp (B) = 2.092) and strategic control (Wald = 10.721,  $p = .001$ , exp (B) = .698) significantly influenced the odds for satisfactory organisational performance, strategic direction did not (Wald = 1.652,  $p = .199 > .05$ , exp

(B) = .917). Additionally, there was a strong and partial mediating influence of strategy implementation on the connection between performance and strategic leadership. These results shed light on the nature of strategic leadership, how it affects organisational performance, and how strategy execution functions as a mediator in the relationship between performance and strategic leadership. While the current study evaluates intervention techniques that could be implemented to increase public leadership effectiveness in the country of South Sudan's Ministry of Petroleum, this study was done among SACCOs in Kenya. The data analysis reported in Chapter 4 fills this gap.

The efficiency of Kenya's land management function, organisational culture, and strategic leadership were all examined by Oloo (2021). The study found that in Kenya, the connection among strategic leadership and the performance of the land administration function was moderated by organisational culture. In instance, developing core competences, driving change, planning, and strategic thinking all positively and statistically significantly impact Kenya's land administration function's performance. The study provides policymakers in Kenya with information on how to enhance service delivery, methods, and processes in the administration of land by utilising organisational culture tools and strategic leadership. In addition, the study offers data that scholars and other researchers can utilise to find research gaps and perform a literature review. The study also found that strategic leadership accounts for 35.9% of the land management function's performance, highlighting the need for deeper investigation to identify additional variables affecting the land administration function's success in Kenya. This study examined organisational culture, strategic leadership, and the effectiveness of Kenya's land management function; in contrast, the current study evaluates intervention tactics that could

be implemented to enhance the effectiveness of public leadership in the Department of Petroleum of the country of South Sudan. The data analysis provided in Chapter Four fills this gap.

The main problems were corruption, incompetent leadership, and a lack of resources. The study found that there was a considerable improvement in safety management practises among oil exploration businesses as a result of increased adoption of organisational practises and government legislation. This study was carried out in South Sudan, but it focused on analysing the critical assessment of the country's policy framework for managing health and safety in the oil and gas industry. In contrast, the current study evaluated intervention strategies that could be used to enhance the effectiveness of public leadership in the nation of South Sudan's Ministry of Petroleum. The data analysis in chapter four filled this gap.

Theron (2018) presents a case study on South Sudan to illustrate how leadership may be used to understand both peaceful and violent nation-building. In order to better understand nation-building and its role in conflict and peace processes, this study employs the leadership process approach. This helps to explain why dominant state-building approaches to peacebuilding are inadequate and how nation-building and peacebuilding are related. According to the study, a more comprehensive and nuanced understanding of nation-building in general and the South Sudanese war in particular is made possible by the leadership process approach. It demonstrates that the nation-building and leadership processes that have been repeated at the national, regional, and local levels are conflict-

reinforcing, which is why peacebuilding in South Sudan has failed. It concludes with several lessons learned for both nation-building and peacebuilding.

Based on the reviewed empirical studies, it is not clear how the Ministry of Petroleum of South Sudan is applying intervening strategies to improve leadership performance. South Sudan has faced significant challenges in its oil sector, including concerns about poor leadership and mismanagement. These challenges have had various economic and political ramifications for the country. To address these challenges, the current study analysed intervening strategies necessary in improving governance and transparency in the oil sector whose results and discussions are presented in chapter four of this thesis.

The knowledge gained while serving in the government, both on the work and via personal growth. The government will not have great individual talents unless it tries to hire people with the right education and experience and can do so. To address some of these pitfalls of Ministry of Petroleum capacity building, the government has attempted to take the initiative in determining and resolving training requirements through the Public Service Ministry, although these initiatives are still in their initial stages. This though has not been addressed in the Ministry of Petroleum which is the gap to be closed by proposed study.

Improving public leadership effectiveness within the government of South Sudan's Ministry of Petroleum is crucial for responsible and transparent management of the country's valuable oil resources. These intervention strategies should be part of a comprehensive reform agenda aimed at improving leadership effectiveness, enhancing governance, and ensuring the responsible management of South Sudan's oil sector.



Additionally, it is essential to monitor and evaluate the impact of these interventions over time and make adjustments as needed to address evolving challenges.

## **2.4 Summary**

This study investigated the impact of the organisational framework on leadership effectiveness in the Petroleum Department of the Republic of South Sudan. The quality of the management in place determines the anatomy of performance as a leader. This study aims to provide a friendly insight into the calibre of actors deciding on the kind of management in the Republic of South Sudan's national Ministry of Petroleum. More is required for advanced decentralisation than just a policy, reorganised functional planning processes, administrative structures, and decision-making processes. The study was motivated by the lack of research on the impact of organisational structure on the performance of authority inside the Department of Petroleum in South Sudan.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter typically outlines the various aspects of how the research study was conducted, including the research design, data collection methods, data analysis techniques, and ethical considerations. It provides a geographic breakdown of the research area, the research design, the study's intended audience, a sample, sampling procedures, data collection instruments, data collection protocols, data analysis techniques, and ethical considerations.

#### **3.2 Research Design**

The research design, according to Creswell & Creswell (2018), is a set of techniques and strategies utilised in the collection and analysis of the variables mentioned in the problem study. A study design has additionally been described as a structure for responding to research issues (Creswell & Creswell, 2018). The study adopted an explanatory mixed method design to assess how organisational structure affected leadership effectiveness in the Republic of South Sudan's Ministry of Petroleum. The design was adopted because both quantitative and qualitative data were gathered and examined simultaneously in order to get a broad grasp of the study problem (Tashakkori & Teddlie, 2003).

Because it can compensate for both the qualitative and quantitative methodologies' inadequacies, Creswell and Plano (2012) support the mixed method approach. Thus, data for objectives 1, 2, 3, and 5 were collected and analysed using the quantitative technique, whilst data for objectives 4 were collected and analysed using the qualitative method (4). This strategy was chosen because the researcher needed to have a better knowledge of the beliefs and values that the study subjects currently hold (Kothari, 2004).

The researcher wanted to learn about things that couldn't be seen right away, therefore this approach was helpful. Its benefit was that it can use questionnaires to gather substantial volumes of data from a broad population in a simple, efficient, and affordable way. The study used this research design, in which the researcher did not manipulate the data but instead collected it from people who worked for the Ministry of Petroleum, the Petroleum and Gas Commission, NilePet, and Specialized Committee for Petroleum in the national legislature.

### **3.3 Study Area**

Loseke (2013) defines a study area as an actual location from where the research data is collected. This study was undertaken in Juba, the capital city of The Republic of South Sudan, situated in Latitude 7° 51' 45.66" N, Longitude 29° 41' 41.72" E. Juba is the seat of the central government of South Sudan as well as the headquarters of governmental organisations (public sector agencies) such as national ministries, independent commissions, and parastatals. The official language of South Sudan is English which was the medium of communication and data collection in this research.

The Republic of South Sudan's government has thirty-three Ministries under which there are several government agencies representing a large cabinet with complicated bureaucratic structure. Ministry of Petroleum is one of the ministries in this complex bureaucratic structure established through political appointments.

### **3.4 Target Population**

Population is defined by Cooper and Schindler (2011) as the total of all the variables the study will use to draw conclusions. The population, in Loseke's (2013) definition, is the

complete group, event, or artefacts to which the results are applied. The population under research consisted of members of the Ministry of Petroleum. The justification of the Ministry of Petroleum as the population of the study was that the Ministry is subjected to several political patronage which places the leadership to head the Ministry and therefore may lead to challenges related to leadership performance, a situation which required investigation and documentation. The Republic of South Sudan's Ministry of Petroleum employs 1,973 people in total across its seven directorates: Planning; Policy, Training and Research; Exploration and Production (E&P); Exploration and Finance; Petroleum Economics; Petroleum Infrastructure; and Health, Safety, and Environment (HSE).

The cadres represented in the questionnaire and interview replies include undersecretaries, director generals, executive directors, directors, deputy directors, assistant directors, support personnel, and frontline officers.

The total number of workers as listed in Table 3.1's population frame. Administrative Finance, Exploration and Producing (E&P), Petroleum Economics, Policy, Training as well as Research, Planning, Health, Safety as well as Environment, Nile Petroleum Corporation (NilePet), and National Oil and Gas Commission are the departments whose numbers are shown in the table.

**Table 3.1: Target Population**

<b>Directorate/Department</b>	<b>No. of Employees</b>
Financial and Administrative	345
Production and Exploration (E&P)	323
Oil and Gas Economics	295
Petroleum Infrastructure	180
Policy, Training and Research	108
Planning	60
Health, Safety and Environment	105
NilePet (Nile Petroleum Corporation)	427
National Oil and Gas Commission	130
<b>Total</b>	<b>1,973</b>

Source: Ministry of Petroleum website (2021).

### **3.5 Sample and the Sampling Techniques**

The investigator used Yamane's (1967) sampling technique to establish a suitable sample size for the study, which comprised all employees who were the study's target population. Mugenda & Mugenda (2008) believe that a sample size of roughly 10% to 30% is an acceptable approximation of the intended population. The proportion of the sample size in relation to the target population was 17% which falls within the range recommended by Mugenda & Mugenda (2008) that 10% to 30% is considered to be a reasonable representation.

After rounding to the nearest whole number of 1,973 employees, the Yamane (1967) sample formula computation outcome was 333 employees in the Department of Petroleum including its parastatals of the South Sudanese government. The working workers were then proportionately chosen by the researcher using stratified sampling, taking into account the size of the workforce in each department or directorate within the Department of Petroleum. The researcher then employed simple random sampling approach to guarantee that each department (stratum) is appropriately represented and to disperse the surveys to every stratum in order to reduce population variation (Taherdoost, 2017).

**Table 3.2: Sampling Frame of Personnel**

<b>Directorate/Department</b>	<b>No. of Employees</b>	<b>Sample size</b>
Financial and Administrative	345	58
Production and Exploration (E&P)	323	55
Economics of Petroleum	295	50
Energy-related Infrastructure	180	30
Research, Training, and Policy	108	18
Planning	60	10
Environment, Safety, and Health	105	18
Nile Petroleum Corporation (NilePet)	427	72
National Oil and Gas Commission	130	22
<b>Total</b>	<b>1,973</b>	<b>333</b>

Source: Ministry of Petroleum website (2021).

### **3.6 Instruments of Data Collection**

#### **Structured questionnaire**

A questionnaire that is organised is a list of questions designed to be asked respondents in a specific order in order to obtain a specific type of data (Gatara, 2010). It makes it possible for the researcher to quickly gather data from a large number of participants. Additionally, it helps with the gathering of quantitative and qualitative data. Furthermore, they are most successful because they provide data that is largely objective in terms of their usage (Khan, 2008). This study used both the structured and unstructured items in the questionnaires. Out of the sample size of 333 employees working in the Ministry of Petroleum, NilePet

and Oil and Gas Commission. The researcher administered 333 questionnaires to the employees as per the sample size. Self-administration of questionnaires and online administration using Google Forms were the main method of administering the research instruments.

**In-depth interview schedule.** An in-depth interview was employed in the study to gather data from participants (Appendix III). This helped to better understand the phenomena being studied, which were challenging to see or count (Christensen et al., 2015). One representative from each of the Ministry of Petroleum's nine departments participated in the study's key informant interviews, which produced the qualitative data utilised to analyse Objective Four (4). The 10 key informants consist of 9 heads of ministry departments, including the Petroleum Authority; petroleum economics, petroleum infrastructure, planning, training, and research; administrative and finance; exploration and production; planning, health, safety, and the environment; Nile Petroleum Cooperation, as well as the executive director of the National Oil and Gas Commission.

**Focus Group Discussion (FGD).**

Three (3) Focused Group Discussion (FGD) involving 9 participants each from the Ministry of Petroleum personnel was conducted by the researcher. These groups were diverse in terms of the roles and positions of the participants and included senior civil servants, directors, support staff, and former officials from the Ministry of Petroleum. The purpose of conducting FGDs with this diverse group of participants was likely to gather insights, opinions, and feedback on specific topics or issues related to the Ministry of Petroleum. FGDs are a qualitative research method commonly used to obtain in-depth



information and generate discussions among participants, allowing researchers to explore different perspectives and gather rich data.

On the scheduled date and time of conducting FGD session, the researcher Started with introduction of the members, explaining the purpose of the study, and establish ground rules for the discussion. The researcher guided the discussion using the prepared discussion scheduled questions, ensuring that all participants had the opportunity to share their perspectives. The researcher through the research assistants recorded the discussions by writing down the discussion and through audio. This helped the researcher capture all the insights shared during the discussion. After the FGD, the researcher transcribed the recordings and analysed the data to identify key themes, patterns, and insights.

### **3.7 Reliability and Validity of the Research Instruments**

#### **3.7.1 Instrument Reliability**

Measurement reliability refers to the extent to which a certain measuring procedure produces consistent results after a number of repeated trial. Interview instructions and questions were designed by the researcher and administered them to the similar respondents among civilian personnel working in the government of South Sudan. The researcher piloted 15 employees, of which these respondents were not utilized in the primary research. As per Isaac and Michael (1995), pilot survey with 10 to 30 participants is ideal. At the conclusion, a brief questionnaire was attached, asking respondents to remark on how long the questionnaire takes them to complete, which questions they find confusing or unpleasant, and how the questionnaire may be improved.

The Alpha (Cronbach) approach was used to gauge dependability. The average inter-item connection is the foundation of the internal consistency model known as Alpha (Cronbach). The analysed data from the pilot obtained Cronbach alpha of 0.846 greater than 0.7 but less than 0.9. The study used Kline's (1999) recommendation that the appropriate range for Cronbach's alpha is between 0.7 and 0.9.

### **3.7.2 Instrument Validity**

The amount that an instrument examines what it was intended to measure or was expected to measure is referred to as its validity (Bolliger and Inam, 2012). According to Drost (2011), there are four different sorts of validity that scholars should take into account. This encompasses the construct validity, of statistical conclusions. Inferences concerning whether it is fair to assume covariation given a specific alpha level and the derived variances are known as statistical conclusion validity. The research's own validity is communicated through internal validity. A study's external validity refers to its ability to generalize to different people, environments, and eras—not only the target group. A measure has construct validity when it accurately assesses and depicts a special idea. It refers to how successfully a construct—a notion, idea, or behaviour—has been turned into an operational and operable reality (Aila & Ombok, 2015). Utilizing construct validity, this study evaluated the study instrument's reliability.

In this research, factor analysis was employed to assess construct validity, which attempted to discover if a tool accurately assesses the examined phenomena. Confirmatory component analysis was then utilised to validate the construct, as is recommended for large sample techniques ( $n > 50$ ). (Aila & Ombok, 2015). In order to determine validity, the survey's

pilot study had 15 respondents. Additionally, as the socio-cultural and socioeconomic backgrounds of all the respondents are quite similar, the findings may be applied to the study's whole population.

### **3.8 Data Collection Procedures**

Once the proposal was successfully presented, the researcher obtained an official letter from Kisii University to allow the researcher to apply for research permit from The South Sudan Research Ethics Committee (REC). The researcher asked REC to provide him with an introduction letter or letters to the administration in South Sudan after receiving the permit.

Ten South Sudanese research assistants were hired, trained, and included in the entire data-gathering process by the researcher. Each of them formed a group to gather data from the targeted respondents. The researcher watched the research assistants carefully. The researcher was active in every stage of data collection, particularly the key informant interviews. The researcher contacted the study assistants at the end of each day's work to ask for help and discuss how to improve the quality of the data acquired.

### **3.8 Method of Data Analysis**

#### **3.8.1 Data Analysis**

After the quantitative data was collected, then it was coded and ready for review after mistakes were removed from the questionnaire data. The findings were analysed using descriptive statistical analysis (percentage and frequency) and inferential statistics. To analyse the data, descriptive statistics were employed. The null hypothesis mentioned previously was either accepted or rejected based on the findings of the regression analysis

that was performed to test the hypotheses. For the demographic analysis, descriptive data such as percentages and frequencies were employed. At = 0.05, all hypotheses were tested.

The researcher next conducted a multi-regression to evaluate the impact of organisational framework on leadership effectiveness in the Republic of South Sudan's Ministry of Petroleum. The dependent variable's value was estimated utilizing the regression analysis based upon the independent elements using R square. This was also utilized to get the regression model's coefficients. A diagnostic test was performed to assess the multiple regression analysis and the Pearson correlation theory prior to undertaking an inferential analysis. This comprised the Shapiro-Wilk test for normality, the Durbin Watson test for autocorrelation, the Variance Inflation Factor (VIF) and Resistance test for multicollinearity, the ANOVA test for linearity, and the Levene test for homogeneity.

The investigator employed framework analysis approaches for qualitative data analysis. Using a structure analysis technique, data from focus groups and interviews was categorised into themes according to the goals of the study. After that, themes were compared and contrasted to help organise them into more comprehensive thematic groupings. A five-step system review approach was utilised for this study, which was modified from Pope, Ziebland, and Mays (2000). The researcher's initial familiarisation with the raw material involved listening to recordings, examining interview notes, and highlighting important concepts and different themes as they emerged.

The researcher's next stage was to design a thematic framework, which involved defining all relevant subjects, guiding concepts, and themes that would be used to assess and cite the data. These came from difficulties that were expected to recur in the data as well as

study questions and objectives. In stage three, the data were grouped into an index code cluster using a thematic framework or index, usually supported by index names or headers, to prevent data loss. In order to build an order in stage four, the researcher arranged the data based on the pertinent section of the theme framework. Mapping and interpreting is the last and fifth phase.

### **3.8.2 Model Specifications**

The research utilized two distinct kinds of linear regression analyses: linear multiple regression and hierarchical linear regression. Linear regression was used to analyse the relationship between each of the organisational structure variables and leadership performance. In multiple linear analysis, the combined organisational structure elements were regressed with leadership performance to establish the elements which had significant relationship with leadership performance when they are combined. The link between the independent and dependent variables was examined using the regression model shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where;

Y = Performance of Department of Petroleum Leadership

$\beta_0$  = constant

$\beta_1, \dots, \beta_4$  = Regression Coefficients

$X_1$  = Institutional structures

$X_2$ = Political administrative interface

$X_3$ = Bureaucratic structures

$X_4$ = Inter-organisational relations

$\varepsilon$  = the error of term.

The quantitative data was analysed using SPSS, and charts and tables were used to show it.

**Table 3.3: Summary of Structural and Observed variables**

<b>Objective</b>	<b>Indicators/Operationalization</b>
<b>Institutional Structures</b>	<ul style="list-style-type: none"> <li>● Institutional Management</li> <li>● Institutional Guidelines and Policies</li> <li>● Institutional Principles and Norms</li> <li>● Culture Within Institutions</li> </ul>
<b>Political Administrative Interface</b>	<ul style="list-style-type: none"> <li>● Accountability of political leadership</li> <li>● Democratic Leadership</li> <li>● Leadership in politics and transparency</li> <li>● Laws governing performance ratings</li> </ul>
<b>Bureaucratic Structure</b>	<ul style="list-style-type: none"> <li>● Division of Labour</li> <li>● Hierarchy of authority</li> <li>● Merit-Based Hiring of Bureaucrats</li> <li>● Reward Systems</li> </ul>
<b>Inter-Organisational Relations</b>	<ul style="list-style-type: none"> <li>● Public private partnerships</li> <li>● Networking</li> <li>● Collaboration</li> </ul>
<b>Leadership Performance</b>	<p><b>Service Delivery Effectiveness</b></p> <ul style="list-style-type: none"> <li>● Efficient delivery of public services</li> <li>● Efficient implementation of policies</li> <li>● Effectiveness of decisions</li> </ul> <p><b>Leadership Succession Effectiveness</b></p> <ul style="list-style-type: none"> <li>● Effectiveness of staff succession planning</li> <li>● Effectiveness of the handover plan</li> </ul>

### **3.9 Ethical Considerations**

Ethical considerations were strictly observed during this research. The respondent's name and privacy were protected by the researcher. The responders were given the assurance that the data would only be utilized for academic reasons. To urge the respondents to participate in the research project, no pressure or inducements of any sort were used. If they choose,

participants are free to leave the process. The researcher adhered to the established protocols for data collection as put forth by the university, the South Sudanese government's Research Ethics Committee, and statutory bodies including the South Sudan Research Ethics Committee (REC). This was done to make sure that the research took into consideration all ethical considerations and authorizations.



## **CHAPTER FOUR**

### **DATA ANALYSIS, DISCUSSION AND PRESENTATION**

#### **4.1 Introduction**

The chapter presents the findings of quantitative data analysis, which are organised by objective and hypothesis. The chapter covers validity of research instruments, descriptive statistical results, data normality tests and inferential statistics results.

#### **4.2 Response Rate**

The study drew a proportionate sample of respondents from the Government of South Sudan's Department of Petroleum. The questionnaire was given to each employee both directly and electronically via Google Forms. The instrument return rate was calculated using the 333 employee questionnaires. The researcher was able to collect all 333 questionnaires distributed to employees working in the Department of Petroleum of the Government of South Sudan, representing 100% because the researcher used a hybrid of both physical and electronic questions designed using Google Forms as recommended by Babbie (1973) that a 60% response rate is good and a 70% response rate is very good.

#### **4.3 Demographic Characteristics of Respondents**

The data set for respondents' demographic characteristics included; age bracket, gender, level of education, and work experience in the Ministry of Petroleum. Chege (2018) also in his study also noted some relationship between these demographic factors on leadership performance including age bracket, gender, level of education, and work experience (Chege, 2018).

#### **4.3.1 Respondents' Demographic Characteristics**

Employees' demographic data were analysed and presented in Table 4.12. Based on the information provided, the survey determined that 182 (55%) of the participants were in the 40–49 age range, 55 (17%) had a bracket of 30-39 years, 42 (13%) were between 50-59 years, 40(12%) had age bracket of fewer than 30 years and 14 (4%) were 60-69 years. These findings indicated that a slight majority of the employees working in the Ministry of Petroleum in South Sudan were young generations. This finding further indicates that the Ministry employed a young generation who by virtue of their age are likely to be influenced by organisational structure and by extension shape their leadership performance in the Ministry of Petroleum over many years.

Secondly, the descriptive results concerning gender revealed that the majority of the employees 304 (91%) were male compared to 29 (9%) who were female. This finding implies that the Ministry of Petroleum has not mainstreamed the leadership of women in its operations. As regards the results of level of education, the results revealed that a majority of the respondents 186 (56%) had a college/university education, 108(32%) had a master's degree, 29(9%) had secondary school qualification and 10(3%) had Ph.D. qualification. This finding indicated that the employees in the Ministry of Petroleum were well educated and assumed to have a better understanding of the influence of organisational structure on the effectiveness of leadership in the Department of Petroleum which was the main objective of the current study. The last descriptive results concerned how long have you worked for the Ministry of Petroleum the respondents had worked in the Ministry. The findings showed that most of the participants 177 (53%) had worked for the Ministry between 5-15 years, 77(22%) had worked for 16-25 years, 58(17%) had worked for less

than five years and 24(7%) had worked for more than 25 years. This finding implies that the slight majority had worked for the Ministry of Petroleum for an averagely longer time and therefore had interacted with the organisational structure that influences leadership performance in the Ministry. The long working period was important for the study since the respondents had experience on the Ministry's organisational structure and leadership performance. The fact that some of the respondents had worked for more than 25 years could be used by the Ministry to develop leaders who understand the Ministry's organisational structure for better service delivery.

Table 4.4 therefore presents the results of Respondent Demographic Characteristics.

**Table 4.4: Respondents' Demographics Characteristics**

<b>Variable</b>	<b>Data Set</b>	<b>Frequency</b>	<b>Percent</b>
<b>Age</b>	a. Less than 30	40	12
	b. 30-39	55	17
	c. 40-49	182	55
	d. 50 – 59	42	13
	e. 60 – 69	14	4
	<b>Total</b>	<b>333</b>	<b>100</b>
<b>Gender</b>	a. Male	304	91
	b. Female	29	9
	<b>Total</b>	<b>333</b>	<b>100</b>
<b>Highest Education</b>	b. Secondary school education	29	9
	c. Master’s Degree	108	32
	d. college/University education	186	56
	e. Ph.D. level	10	3
	<b>Total</b>	<b>333</b>	<b>100</b>
<b>Experience</b>	a. 5 years	58	17
	b. 5-15 years	177	53
	c. 16-25 years	74	22
	d. Above 25 years	24	7
	<b>Total</b>	<b>333</b>	<b>100</b>

Source: Field Data (2022)

#### **4.4 Descriptive Statistics Results**

The institutional framework, the political-administrative the interface, bureaucratic structures, inter-organizational relations, and strategies that could be used to enhance governance effectiveness and performance as leaders in the Department of Petroleum of the Republic of South Sudan were among the descriptive statistics results that were presented in this section. The terms mean, standard deviation, frequency, and percentage

were examples of descriptive metrics. The expression "mean," which is a measure of central tendency, describes the most typical value in a set of data. How much the distribution deviates from the mean is shown by the standard deviation. This section's presentation was predicated on the objectives of the study conducted for the nation of South Sudan Ministry of Petroleum employees.

#### **4.4.1 Organisational Structures Influence on Leadership Performance**

Organisational structures are important in public administration because they aid in the implementation of efficient decision-making processes (Onono, 2018). Furthermore, organisational structures provide a clear organisational chart that aids public administration in keeping track of their human resources. The study's initial goal was to investigate the connection between leadership effectiveness and institutional frameworks in the country of South Sudan's Ministry of Petroleum. Organisational structures were measured using the following measure indicators, institutional control, institutional rules and regulations, institutional norms and values, and institutional culture.

On a five-point Likert-type scale, respondents were asked to indicate how much they concurred or opposed with five statements intended to assess the technical capacity variable, which ranged from 1 for strongly oppose to 5 for strongly concur. They included; clear cut institutional control, existing institutional rules, and regulations, existing institutional norms and values, existing institutional cultures, existing institutional checks and balances, existing reporting systems, existing open mode of operations, existing institutional accountability systems, existing institutional feedback systems, existing institutional objective is driven control, existing simple and easy to follow institutional

control and existing strategic institutional control and influences shown leadership at the Department of Petroleum. The Department of Petroleum staff' conclusions are displayed in Table 4.5.

**Table 4.5: Institutional Structures**

<b>Institutional Structures Influencing Leadership Performance</b>	<b>SD (%)</b>	<b>D (%)</b>	<b>U (%)</b>	<b>A (%)</b>	<b>SA (%)</b>	<b>Mean (%)</b>	<b>STD (%)</b>
Clear-cut institutional control	18	21	6	29	26	4	1.5
Institutional rules and regulations	19	8	10	39	24	4	1.4
Institutional norms and values	18	20	6	30	26	4	1.5
Institutional cultures	16	16	9	39	20	4	1.4
Institutional checks and balances	36	18	13	24	9	2	1.4
Reporting systems	18	21	9	35	19	4	1.4
Open mode of operations	29	37	6	11	21	2	1.3
Institutional accountability systems	29	37	6	11	17	2	1.6
Institutional feedback systems	34	26	3	16	21	2	1.4
Institutional objective-driven control	31	37	14	11	12	2	1.5
Simple and easy-to-follow control	31	37	14	7	11	2	1.4
Strategic institutional control	29	39	9	12	11	2	1.5

Source: Field Data (2022)

Table 4.5's results on the institutional structures that influence leadership performance showed that, in contrast to 39% whom disagreed as well as 6% who were undecided, slightly more respondents—55%—agreed that there is a straightforward institutional influence influencing management performance at the Department of Petroleum. This

agreement was derived from a total of 29% whom agreed as well as 26% who strongly agreed. Results on institutional rules: 63% of respondents agreed, whereas 27% disagreed and 10% were unsure, that the Ministry of Petroleum's leadership performance is influenced by the institution's current rules and regulations.

Further research on institutional cultures found that 59% of respondents believed that the Ministry of Petroleum's current institutional cultures affect leadership effectiveness, contrasted to 32% whom disagreed and 9% who had been unsure. Results on institutional balances and checks showed that slightly over half of respondents (52%), contrasted to 33% whom concurred and 13% who were unsure, did not believe that the Ministry of Petroleum's current institutional balances and checks have any bearing on leadership performance. According to the study's findings, slightly over half of respondents (54%), compared to 39% and 9%, disagreed that the Ministry of Petroleum's current reporting mechanisms have an effect on leadership productivity.

Further research on the open method of operations showed that, once more, the majority of respondents—66%—disapproved of the idea that the Ministry of Petroleum's current open way of operations affects leadership effectiveness, as opposed to 32% who agreed and 11% who were unsure. Regarding organisational accountability systems, the results showed that, in contrast to 28% whom agreed and 11% who were unsure, 56% disagreed that the Ministry of Petroleum's current organisational accountability system impacts leadership performance. Regarding institutional feedback systems, 37% of respondents agreed, 3% disagreed, and 60% of respondents disagreed that the Ministry of Petroleum's current institutional feedback mechanism influences leadership performance. Regarding

organisational objective-driven control, the findings showed that, in contrast to 23% whom agreed and 14% who were undecided, 68% of respondents agreed that the Ministry of Petroleum's leadership performance is influenced by the current institutional objective-driven control. Additional research on straightforward and easy-to-follow control revealed that 68% of respondents agreed that the Ministry of Petroleum's simple as well as easy-to-follow organisational oversight influences leadership performance, compared to 18% who disagreed and 14% who were unsure. In conclusion, with regard to strategic institutional control, 23% of respondents agreed, 9% disagreed, and 68% of respondents disagreed that the Ministry of Petroleum's leadership performance is influenced by strategic institutional control as it currently exists.

The median response of 2.8 prone towards 3 suggesting that those who were surveyed were undecided on most of the statements regarding institutional structures affecting the effectiveness of leadership in the Department of Petroleum of the country of South Sudan, despite a variance of 1.4 indicating that there was a little variation in their responses to the declaration about organisational structures from the perspective of view of the employees. This result demonstrated there was proof of dispute in a number of the categories that were used to establish the institutional structures that influenced leadership performance, and in other cases, the respondents were unsure of these institutional structures.

Based on the results of the descriptive statistics on the influence of institutional structures on leadership qualities in the Ministry of Petroleum of the State of South Sudan, majority of the respondents observed that the existing institutional structures are weak and therefore needs improvements. The structures that needed improvement were; the institutional



checks and balances, open mode of operations in the Ministry, the Ministry's institutional accountability systems, the existing institutional feedback systems, the operational institutional control system, user interface to the control systems that enhances ease of use by the employees and the institutional control system alignment to the overall Ministry strategic direction. The findings on the institutional control system alignment to the overall Ministry strategic direction is supported by Neis *et al.* (2017) who found out that that in organisations with high functionalization, the strategic planning process contributes more visibly since it allows strategic guidelines to be established with the participation of all departments. These institutional structures negatively impacted the country of South Sudan's Ministry of Petroleum's leadership performance.

On the other hand, the study revealed some of the functioning institutional structures in the Ministry including; the institutional control is clear to the employees, the institutional The personnel are also aware of the norms and regulations, the existing institutional norms and values are also clear to the employees, the Ministry has institutional culture which is understood by the employees and that the existing reporting systems is well-known and also clear for the employees. These conclusions are supported by Kavale (2012), who looked into the relationship between organisational strategy, structure, and performance. He found a strong correlation between organisational strategy and organisational structure, and that the two factors performed better when they were in line. These findings therefore filled the research gaps on institutional structures in terms of how departmentalisation structures, institutional control, rules, and values influence The nation of South Sudan's Ministry of Petroleum's leadership performance. The findings also expand the Contingency Theory knowledge paradigm where leaders in the Ministry of Petroleum of the Republic of

South Sudan should consider all aspects of the current situation in the Ministry in their decision-making process as a means of strengthening organisational structures including; institutional structures, norms and values, rules and regulations, reporting and feedback systems, checks and balances and accountability systems as a strategic means of improving leadership performance in the ministry.

#### **4.4.2 Political Administrative Interface Influencing Leadership Performance**

The study's second goal was to assess the relationship between leadership effectiveness and the political-administrative interface in the Republic of South Sudan's Ministry of Petroleum. The following metrics were used to measure the political-administrative interface: merit-based appointments to offices, open administrative policies, team-driven administrative policies, merit-based promotions, accountability for political leadership, transparency in political leadership, reliance on democratic decision-making for leadership, effective training and development, and a supportive work environment. The Department of Petroleum staff' conclusions are displayed in Table 4.6.

**Table 4.6: Political Administrative Interface**

<b>Political Administrative Interface</b>	<b>SD</b>	<b>D</b>	<b>U</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>STD</b>
	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
Political leadership accountability	38	23	6	27	6	2.4	1.4
Democratic decision-making leadership	47	19	5	12	17	2.3	1.6
Political leadership transparency	47	22	6	18	7	2.2	1.4
Existing performance appraisal systems	34	20	13	25	8	2.6	1.4
Merited political appointments	45	18	12	15	10	2.3	1.4
Open administrative policy	29	23	18	19	11	2.6	1.4
Team-driven administrative policy	23	29	13	25	10	2.7	1.3
Efficiency in speaking	26	29	13	24	8	2.6	1.3
Promotions based on merit	42	20	9	20	9	2.3	1.4
Concerns pertaining to collective bargaining	22	23	23	26	6	2.7	1.2
Training and development that works	25	26	15	27	7	2.7	1.3
favourable working conditions	29	29	14	13	15	2.6	1.4
<b>Overall Mean</b>						<b>2.4</b>	<b>1.4</b>

Source: Field Data (2022)

The outcomes of the study on the political-administrative interaction impacting leadership performance in the Republic of South Sudan's Ministry of Petroleum are shown in Table 4.6. In reference to political management accountability, the findings showed that, in contrast to 33% whom agreed and 6% who remained undecided, 61% of respondents (38% whom Strongly Disagreed as well as 23% who Disagreed) disapproved that it affects the performance of leadership in the Department of Petroleum. A little over half of participants disputed that current performance assessment procedures impact the nation of South Sudan's Ministry of Petroleum's leadership performance. contrasted to 33% who concurred and 13% who were uncertain, according to additional research on the subject. The majority of participants (63%), contrasted to 25% who concurred and 12% who were unsure, did not believe that deserved political appointments have an impact on leadership performance at the Petroleum Ministry.

In terms of open administration policy, the results showed that slightly more than half of the participants (52%), contrasted to 30% who concurred and 18% who were unsure, disputed that open administrative policy impacts The nation of South Sudan's Ministry of Petroleum's leadership performance. Regarding Administrative policy that is team driven, somewhat more than half of the participants (52%), as opposed to 35% who concurred and 10% who were unsure, disputed that it affects leadership performance inside the Petroleum Ministry. According to additional research on effective communication, somewhat more than half of the participants (55%), contrasted to 33% who concurred and 13% who were unsure, disputed that good communication impacts leadership performance in the petroleum ministry. According to the findings regarding merit-based promotions, the majority of the participants (62%), in contrast to 29% who agreed and 9% who were unclear, denied that leadership effectiveness at the Petroleum Department is impacted by merit-based promotions. Regarding issues-based collective bargaining, significantly less than half of respondents—46% disagreed, 32% agreed, and 23% were unsure—thought it had an impact on the performance of The nation of South Sudan's Ministry of Petroleum's leadership performance. The results regarding efficient development and training showed that somewhat over 50% of those surveyed —51% disagreed with the way successful training and development affected the performance of leadership in the Department of Petroleum, compared to 34% whom agreed and 15% who were unsure. Finally, with regard to a favourable work environment, a majority of respondents—58% disagreed, 28% agreed, and 14% were unsure—thought that it had an impact on the performance of leadership in the Department of Petroleum.

Concerning the descriptive statistics results on political administrative interface influencing the nation of South Sudan's Ministry of Petroleum's leadership performance, all the respondents observed that there a general flaw on the political administrative interface which according to the researcher needs improvements. These interfaces include; existence of weak political leadership accountability and transparency in the Ministry of Petroleum, the leadership does not dependent on democratic decision making which is an important ingredient of democratic governance. The findings on organisational politics are supported by Kacmar, Andrews, Harris, and Tepper (2013), although interpreted organisational politics can be difficult to spot, it can appear in a variety of ways and behaviours, including the emergence of anti-social behaviour marked by scapegoating, trying to manipulate, as well as assaulting everyone else, eluding authority and superiors, threatening to withhold details, ingratiating and applauding others, and establishing and maintaining a positive reputation. This implies that presumed organisational politics may obstruct the administration of justice inside an organisation and raise the possibility of certain people becoming the focus of co-workers' political machinations.

The Ministry lacks merit-based political appointments, a sign of its inadequate performance rating methods for leadership growth. The Ministry also has weakness in an open administrative policy that ensures all-inclusive leadership participation. Concerning communication, the Ministry has a weak and ineffective communication system leading to lack of Collective bargaining by Ministry of Petroleum personnel is based on issues. The study also established ineffective training and development policy for the employees which have led to work environment which is not conducive for employees which negatively influenced the Ministry of Petroleum's leadership performance. The finding is also

supported by Rouban (2007) who posits that politicisation is also observed when civil service appointment, transfer, promotion, and career development are in the dictates of politicians. Partisan appointment of individuals at the key strategic positions in government is considered a normal praxis. This government's exercise is deemed beneficial for it allows better control over policy decisions. However, partisan appointment is not indicative of the appointee's incompetence, but sometimes, it is a means of political elite or political parties to hand out jobs to ensure a relationship which leads to sycophancy and hero worship of the appointing authority. Findings on decision making interface is further supported by Jolla (2018) who opines that advances ethical decision making in governments models and theories to help leaders and managers to have a clear ethical framework as they make decisions, solve problems and dilemma in their country subsequently resulting in government departments running smoothly. Finally, Ahamed (2019), who supports the findings on the working environment, believes that organisational politics shouldn't put workers under stress at work, that they should adopt a positive attitude toward their work, and that there shouldn't be any favouritism or unequal treatment. Political goodwill should make it safer for workers to feel engaged with their work and satisfied with their routine jobs.

The gaps on partisan appointments by politicians to service delivery in South Sudan's Ministry of Petroleum are, therefore, filled by the findings and discussions on political administrative interface and leadership performance. The finding also expands contingency theory paradigm where leaders in the nation of South Sudan's Ministry of Petroleum should consider strengthening political administrative interface by; running accountability and transparent political leadership that should lead to democratic decision making which can

only be achieved through improved performance appraisal systems for merited political appointments. The findings have also expanded the knowledge of the theory concerning requirement for improvement of administrative policy, which is open, conducive and also allows issues based collective bargaining for better work place training programmes.

#### **4.4.3 Bureaucratic Structures Influencing Leadership Performance**

The third goal of the research was to assess the link between bureaucratic structures and the nation of South Sudan's Ministry of Petroleum's leadership performance. The relationship between bureaucratic structures was measured using the following measure indicators; Division of labour, the exercise of authority, political leadership transparency, merit-based hiring of bureaucrats, reward systems, employees' discipline, unity of purpose, strategic direction, an orderly span of work, equal treatment of employees, job security and employees' free hand to innovate. Table 4.7 presents findings as obtained from employees working in the Ministry of Petroleum.

**Table 4.7: Bureaucratic Structures Influencing Leadership Performance**

<b>Political Bureaucratic Structures Influencing Leadership Performance in the Ministry of Petroleum</b>	<b>SD (%)</b>	<b>D (%)</b>	<b>U (%)</b>	<b>A (%)</b>	<b>SA (%)</b>	<b>Mean</b>	<b>STD</b>
Division of labour	22	17	18	32	11	3	1.3
Executive exercise of authority	16	14	3	38	29	4	1.4
Political leadership transparency	54	19	8	12	7	2	1.3
Merit-Based Hiring of Bureaucrats	32	26	14	18	10	2	1.4
Existing reward systems	39	24	15	15	7	2	1.3
Existing employees' discipline	33	21	18	19	9	3	1.4
Unity of purpose	36	17	19	15	13	2	1.4
Strategic direction	22	22	14	26	16	2	1.4
An orderly span of work	22	25	19	25	9	3	1.3
Equal treatment of employees	37	37	11	9	6	2	1.2
Existing job security	35	21	12	23	9	2	1.4
Employees free hand to innovate	35	35	9	15	6	2	1.2
<b>Mean Overall</b>						<b>2.4</b>	<b>1.3</b>

Source: Filed Data (2022)

The results on bureaucratic structures influencing leadership performance are presented in Table 4.4. In reference to the division of work, the findings showed that somewhat fewer than half of those polled agreed that the Ministry of Petroleum's current division of labour influences leadership performance, while 29% disagreed and 18% were unsure. According to the study's findings regarding the executive's exercise of authority, 67% of respondents agreed that it affects leadership effectiveness in the Department of Petroleum, while 30% disagreed and 3% were unsure. Further research on political management transparency showed that, of those surveyed, 73% disputed that political leadership openness affects the Ministry of Petroleum's leadership performance, while 19% agreed and 8% were unsure.

According to the poll, the majority of participants (58%), as opposed to the 28% who concurred and the 14% who were uncertain, did not believe that the Ministry of Petroleum's



leadership performance was influenced by the merit-based hiring of bureaucrats. According to the findings, the majority of participants (73%), as opposed to the 22% who concurred and the 15% who were unsure, did not believe that current award systems have an impact on leadership effectiveness at the Petroleum Ministry. On current workers' discipline, the poll indicated that somewhat more than half of the participants 54% disapproved contrasted to 28% who concurred and 18% who weren't determined.

According to survey results on unity of purpose, somewhat more than half of participants (53%), contrasted to 28% who concurred and 19% who were unsure, disputed that existing workers' discipline affects leadership effectiveness in the Petroleum Ministry. In terms of strategic direction, the findings showed that significantly less than half of the participants (44%), contrasted to 42% who concurred and 14% who were unsure, disputed that the Ministry of Petroleum's current unity of purpose impacts leadership performance. According to the survey, the Ministry of Petroleum's leadership performance was impacted by existing strategic direction, as opposed to 34% of participants who concurred and 19% of respondents who were unsure. Most participants (74%), contrasted to 15% who concurred and 11% who were unsure, denied that the Ministry of Petroleum's current ordered span of work effects leadership effectiveness when it comes to fair treatment of employees.

Further findings on current job security found that the majority of respondents (56%), compared to 32% who agreed and 12% who were unsure, disputed that existing job security impacts shown leadership in the Department of Petroleum. Finally, data on workers' freedom to innovate found that 70% of respondents agreed that current employees' freedom

to innovate influenced 9% of respondents expressed uncertainty about the Ministry of Petroleum's leadership performance, while 21% expressed agreement. This research indicated that there was evidence of uncertain respondents in multiple variables used to identify bureaucratic systems impacting leadership performance.

Results on political leadership effectiveness and bureaucratic frameworks in the country of South Sudan's Ministry of Petroleum revealed that there exist ineffective political bureaucratic structures in the Ministry. This is because out of the twelve measure indicators of political bureaucratic structures in the Ministry, eight indicators were ineffectively implemented, these include there is ineffective political bureaucratic leadership transparency required to ensure improved leadership performance in the Ministry. Findings on bureaucratic transparency are reinforced by Aalen (2016), who notes that by expanding the number of states in the government, President Kiir met some of his critics' demands on the surface while ignoring fundamental governance problems that fuelled political conflict and the nation's ongoing demand for federalism. This can be seen by how tensions between communities—which run the potential of erupting into confrontations along ethnic lines—have been exacerbated by a lack of clarity about administrative unit boundaries and misunderstanding over levels of power. There are also ineffective merit-based hiring and reward systems of bureaucrats who negatively influence political bureaucratic structures and leadership performance. Fuenzalida and Riccucci (2019) discovered a detrimental effect on agency performance, which is partially mediated through its influence on the efficacy of HRM practices, which supports these ineffective HRM practices. A negative link of this magnitude is consistent with past empirical evidence proving the harmful effects of partisanship on performance (Miller, 2015). Political bureaucratic structures in the

Ministry are also not based on unity of purpose, job security, equal treatment of employees and conducive work environment for innovation. Findings on unity of purpose, job security, equal treatment of employees and conducive work environment is supported by Ahamed (2016) who found out that different patterns of interaction may be seen between local elected officials and the official bureaucrats depending on their alignment of interests, views of their roles, sense of self, and interactions with one another.

Only four indicators to measure political bureaucratic structures were fairly effective, they included division of labour, exercise of authority by the bureaucrats, alignment of political bureaucratic structures strategic direction and order in the operation by these bureaucrats. From the research, although these four political bureaucratic practices looked effective, much need to be done to make clear chain of command, division of labour, strategic operations of bureaucracy for better leadership performance in the country of South Sudan's Ministry of Petroleum.

According to the growing body of research on the Leader-Member Exchange Theory, local bureaucrats are more significant players than locally elected politicians if the relationship between them is formed and regulated by central government laws. It may have the effect of giving local elected officials less options for setting priorities and making political decisions than the local bureaucrats. Strict control also may improvise legal authority in favour of local bureaucrats, who may then exercise this authority by disobeying local politicians' directives on the grounds that they are merely the agents of the central government and must follow its regulations and rules rather than those of certain locally elected officials.

#### 4.4.5 Intervention Strategies that can Improve Public Leadership Effectiveness

This section contains the descriptive statistics findings of intervention strategies that can improve public leadership effectiveness in the nation of South Sudan's Ministry of Petroleum. The Intervention Strategies that can Improve Public Leadership Effectiveness was measured using the following measure indicators; effective governance systems, effective organisational political culture, established effective culture of belonging, established values-driven working culture, established recognition-driven working culture, established open communication working culture, develop efficient working systems, services the interest of the citizens and data-driven decision making cultures. Table 4.8 presents findings obtained from employees working in the Ministry of Petroleum.

**Table 4.8: Intervention Strategies that can Improve Public Leadership Effectiveness**

<b>Intervention strategies influencing leadership performance in the Ministry of Petroleum</b>	<b>SD (%)</b>	<b>D (%)</b>	<b>U (%)</b>	<b>A (%)</b>	<b>SA (%)</b>	<b>Mean</b>	<b>STD</b>
Effective governance systems	16	3	9	18	54	3.9	1.5
Organisational political culture	16	3	3	37	41	3.8	1.4
Effective a culture of belonging	13	8	7	38	34	3.7	1.4
Values-driven working culture	15	3	5	49	28	3.9	1.4
Recognition-driven working culture	14	3	5	34	44	3.9	1.4
Open communication working culture	13	4	3	38	42	4.0	1.3
Efficient working systems	18	6	2	33	41	4.0	1.3
Leadership systems on citizen	15	4	3	29	49	4.0	1.4
Data-driven decision-making culture	9	9	9	24	49	4.0	1.3
<b>Mean Overall</b>						<b>3.9</b>	<b>1.4</b>

Source: Filed Data (2022)

The results of intervention Strategies that can improve public leadership effectiveness are presented in Table 4.8. Findings on effective governance systems determined that the large

number of respondents 72% agreed that the Ministry of Petroleum should establish effective governance systems to improve leadership performance compared to 19% who disagreed and 9% who were undecided. Concerning effective organisational political culture, the findings showed that most of the participants 78% agreed that the Ministry of Petroleum should establish effective organisational political culture to improve leadership performance in comparison, 19% disagreed and 3% were uncertain.

The majority of participants, 72%, concurred that the Petroleum Ministry should create an effective culture of belonging to enhance leadership performance, as opposed to 21% who opposed and 7% who were unsure, according to the survey. Additional research on values-driven workplace cultures found that 78% of participants concurred that the Petroleum Ministry should create a values-driven workplace environment to enhance leadership performance, as opposed to 18% who opposed and 5% were unsure. According to the survey, 78% of participants concurred that the Petroleum Ministry should adopt a recognition-driven workplace culture in order to enhance leadership performance, as opposed to 17% who concurred and 5% were unsure.

Findings on open communication working culture, majority of respondents 80% agreed that the Ministry of Petroleum should establish open communication working culture to improve leadership performance compared to 17% who disagreed and 3% who were undecided. Finally, on data-driven decision-making culture, the results revealed that the majority of respondents 73% agreed that the Ministry of Petroleum should develop data-driven decision-making culture to improve leadership performance compared to 18% who disagreed and 9% who were undecided.

The Department of Petroleum of the nation of South Sudan has adopted intervention strategies to increase the efficiency of public governance. The sampled respondents agreed with most of the statements regarding these strategies, as indicated by the average response of 3.9, tending to 4. However, there was a little variation in the responses regarding these intervention strategies, as indicated by the standard deviation of 1.4. This research revealed indications of respondents being indecisive in numerous dimensions utilized to identify these intervention options.

The descriptive statistics results on intervention strategies that can improve public leadership effectiveness in the Ministry of Petroleum in the Republic of South Sudan, all the respondents observed that these intervening strategies can be used in the improvement public leadership effectiveness in the Ministry. Governance systems therefore should be at the centre of the strategic leadership in the ministry for purposes of effective management for value creation that the government of South Sudan can utilise for socioeconomic development.

The findings on effective organisational political culture to increase leadership performance mirror the country's current culture of using force because most of its leaders being former rebels and exacerbate existing conflicts because autocratic administration. Diverse groups strive to exploit national resources and rule in an authoritarian manner, as opposed to governing for the welfare of the majority. Ordinary people feel powerless and restless in this circumstance since alternative models of wielding power are more prevalent. The current organisational focus on leadership may resonate with South Sudanese people because of their intense sense of helplessness. This situation of authoritarian leadership

culture is against the strategy of effective political culture that can nature and improve leadership performance.

Further findings on efficient working systems to improve leadership performance shows the picture where by the Government of the Republic of South Sudan do not have adequate capacity for efficient working condition which according Fritz, Issa, Ort, Haven, Dit De Montesson, and Wani (2017), any preparation for an intervention in South Sudan should take into account the impact of short-term rotations and a lack of experienced employees, because foreign actors have struggled to recruit and retain competent expatriate workers for South Sudan. The goals of the intervention must be weighed against the reality of world politics, where it is improbable that South Sudan will ever get money in the billions of dollars again and where aid weariness co-exists with a profound feeling of failure to produce substantial achievements.

#### **4.4.6 Inter-Organisational Relations**

The findings of the descriptive statistics for the Petroleum Ministry of the South Sudanese Republic are presented in this section. The leadership performance in the Ministry of Petroleum was measured using the following measure indicators; Table 4.9 presents findings obtained from employees working in the Ministry of Petroleum.

**Table 4.9: The Relationship between Inter-Organisational Relations Influencing Leadership Performance**

<b>Inter-Organisation Relations Influencing Leadership Performance in the Ministry of Petroleum</b>	<b>SD (%)</b>	<b>D (%)</b>	<b>U (%)</b>	<b>A (%)</b>	<b>SA (%)</b>	<b>Mean</b>	<b>STD</b>
Public-Private-Partnership initiatives	21	21	21	27	10	2.2	1.3
Executive network	18	19	17	38	7	2.4	1.3
Collaborations with other institutions	21	13	16	43	7	2.0	1.3
Partnerships	13	19	11	51	6	2.0	1.2
Industry-Academic relations	25	27	19	24	5	2.6	1.2
The active corporate relations	19	27	17	25	12	2.8	1.3
Industry-media relations	28	34	7	23	8	2.5	1.3
Industry-environment relations	20	37	14	25	4	2.5	1.2
Representation of the ministry regional	19	17	13	35	16	3.1	1.4
Membership in oil marketing	23	19	12	29	17	2.1	1.4
Relations with industry think tanks	25	22	13	23	17	2.1	1.4
Corporate social responsibility relations	18	25	16	24	17	2.9	1.3
<b>Mean Overall</b>						<b>2.4</b>	<b>1.3</b>

Source: Field Data (2022)

Table 4.9 presents the findings on public-private partnership projects and the association between inter-organizational relations and leadership performance. According to the survey, 42% of respondents disagreed, compared to 37% whom agreed as well as 21% who were unsure, that current public-private partnership programmes had an impact on leadership performance at the Ministry of Petroleum. This represents roughly fifty percent of the respondents. In reference to executive networks, the findings showed that, in the Department of Petroleum, 45% agreed that these networks influence leadership performance, while 37% disagreed and 17% were unsure.



More information on collaborative relationships with the other institutions can be found in the study's findings, which showed that 50% of respondents agreed that the Ministry of Petroleum's leadership performance was influenced by current collaborative relationships with other institutions, compared to 34% who opposed and 16% who were unsure. At terms of partnerships, the findings showed that 57% of respondents agreed, 32% disagreed, and 11% were unsure that current partnerships affect leadership performance in the Petroleum Ministry.

Regarding industry-media relations, the findings showed that 62% of respondents disagreed, compared to 31% whom agreed and 7% who were unsure, that current industry-media interactions influence the performance of leadership in the Department of Petroleum. According to the study's findings on industry-environment ties, 57% of respondents agreed that the Ministry of Petroleum's leadership performance is influenced by the relationships currently in place, while 29% disagreed and 14% were unsure. Regarding the ministry's regional presence, the findings showed that 61% of respondents agreed, while 36% disagreed and 13% were unsure, that the ministry's involvement in regional organisations impacts the performance of leadership in the Department of Petroleum.

Additional research on involvement in oil marketing revealed that 46% of respondents agreed, compared to 42% whom disagreed as well as 12% who were unsure, that being involved in oil advertising organisations affects the performance of leaders in the Department of Petroleum. With regard to relationships with industry research organisations, the findings showed that 47% of respondents disagreed, whereas 30% agreed and 13% were unsure that relationships with market think tanks affect leadership

performance at the Ministry of Petroleum. In conclusion, the study found that, with regard to corporate social accountability relations, 43% of respondents disagreed, as opposed to 41% whom agreed as well as 16% who were unsure, about the influence of current CSR relations on the performance of leadership in the Department of Petroleum.

This study's findings demonstrated that respondents' indecision on a range of factors utilised to investigate the relationship between inter-organizational links and leadership effectiveness was evident.

The Ministry of Petroleum's findings regarding inter-organizational relations as well as leadership performance elicited conflicting responses, suggesting that there is currently no precise definition of the roles that inter-organizational relations can play in enhancing leadership performance within the Ministry. This data makes it abundantly evident that Ministry of Petroleum staff members lack an understanding of the value of inter-organizational relationships, which, when properly managed, can improve the effectiveness of managing governmental activities. Spekman (2009) provides support for the findings about inter-government relations. He demonstrated that any attempt to regulate the flow of data or supplies across the chain of supply is likely to fail in the absence of an effective inter-organizational connection as a foundation. Trust and commitment are necessary for supply chain partners to have long-term cooperative collaborations.

According to various writers, inter-organisational linkages linking project network players have been shown to considerably differ, supporting findings on how PPP efforts affect leadership performance (Manning, and Sydow, 2008). For example, inter-organizational

connections among project network participants can either be sources of risk or exhibit traits of trust and commitment (Eloranta, 2007; Artto et al., 2008).

The research question set out for the study was stated as “Does inter-organisational relations affect leadership performance in the Ministry of Petroleum of the Republic of South Sudan?”. This research question addressed the how the collaboration of the Ministry of Petroleum with other Institution affected leadership performance. The key themes obtained from the collected information by the key informants included the following: Do you think there is clear and useful information flow in the Ministry of Petroleum for effective decision making? How does the leaders in the Ministry of Petroleum have connections with other departments are immensely helpful for positive services delivery? How does Public-Private-Partnership in the Ministry of Petroleum initiatives influence leadership performance? What impact does networking with other organisations have on the Ministry of Petroleum's leadership performance? What impact does the Ministry of Petroleum's representation in regional groups have on the effectiveness of its leadership? What impact does participation in oil marketing associations have on the Ministry of Petroleum's leadership performance? What impact does the Ministry of Petroleum's current CSR relationship have on leadership effectiveness?

In order to address the question of how interorganizational relations as well as leadership performance relate to one another in the Department of Petroleum of the country of South Sudan, the researcher employed a structure method of analysis to analyse data gathered from key informant interviews. The data were then organised into themes. After then,

themes were compared and contrasted, which made it easier to group them into more general thematic regions.

In the theme one (1) concerning information flow in the Ministry of Petroleum, there were similarity in the fact that there was poor information flow in the Ministry characterised by the utilisation of poor information technology and systems, lack of knowledge in the use of information technology and poor protocols in handling the Ministry's information. One of the Key Informant affirmed this by observing that;

Despite being a vital resource, personnel in the Ministry do not hold information in high respect. In the Ministry, much data is still manual and reliant on paper, which slows down decision-making and results in delinquent payments to service providers and staff salaries. Information flow will significantly impact the Ministry's leadership effectiveness if immediate action is not taken. MoP 001 (3<sup>rd</sup> July, 2022 conducted in Juba).

Concerning the second (2) theme connections with other departments. Most key informants observed that there were poor connections between departments in the Ministry of Petroleum. The key informants observed that the case was so upholding to an extent that each manager in the departments did not see themselves dependent on other departments leading to each manager pursuing separate goals which negatively affect leadership performance in the Ministry. Another Key Informants had this to say concerning inter-connectivity in the departments.

My department is Planning which is meant to give direction on what other departments are meant to do. Unfortunately, the departments were doing their separate activities outside the laid down plans. This has led to the activities implementation being disorganised and, in most cases, result in failing to achieve some objectives. The disorganisation has led to lack of coordination service delivery in the Ministry hence the leadership performance. MoP 002 (3<sup>rd</sup> July, 2022 conducted in Juba).

Findings concerning Public-Private-Partnership established a similarity of the Ministry having some attempt of Public-Private-Partnership but not adequate to meet the required service delivery. This situation they also observed that affected leadership performance in the Ministry. Findings on Public-Private-Partnership was echoed that there was lack of policy and training concerning Public-Private-Partnership. No effective research also been done on Public-Private-Partnership. One of the key informants had this to say concerning Public-Private-Partnership:

The only existing Public-Private-Partnership are among the Petroleum explorers and exporters who mine the resource using their technology and repatriate the benefit to their parent countries. The Ministry does not have clear policy on how to implement Public-Private-Partnership that can benefit the citizens who are the sovereign of the petroleum resources in South Sudan. If this is not done the Oil Explorers and Exporters will reap off the petroleum resource and leave South Sudan much poorer than they found it. MoP 004 (3<sup>rd</sup> July, 2022 conducted in Juba).

Further findings network with other organisations and representation of the ministry in regional organisations similarities established that most of the key informants confirmed that the Ministry of Petroleum of the Republic of South Sudan has poor network with the possible supportive organisation evident with poor representation of the Ministry in regional organisations to pursue the Ministry's interest through these networks. Adequate representation and network are key in making the Ministry accrue the benefits to the citizens. The key informants agreed that much need to be done in the Ministry to refocus its outlook which requires effective leadership which is currently lacking in the Ministry. One of the key informants was passionate on network and representation and had this to say;

Petroleum and gas are all about network and representation for mutual benefit in which case, the Ministry has not succeeded making the country lose a lot of revenue. Other Oil network in other countries see South Sudan Ministry of Petroleum as inward looking and over suspicious for nothing. It is through such networks and representations that petroleum products' prices are negotiated, and markets expanded to the advantage of the member countries. The Ministry is facing this challenge due to strategic leadership performance which must change now for the benefit of the citizens - MoP005 (3<sup>rd</sup> July, 2022 conducted in Juba).

Lastly but not least, findings concerning corporate social responsibility relations by the Ministry of Petroleum was another challenge facing the Ministry of Petroleum of the Republic of South Sudan. According to the key informants, petroleum is the main mineral in the country which should be strategically managed for the benefit of all the citizens. They also confirmed corporate social responsibility would be the direct benefit that the proceeds from petroleum can be used to support and rehabilitate different projects in the Republic of South Sudan. When asked on the role of the Ministry in corporate social responsibility relations, similarity results indicated that the Ministry was doing extraordinarily little as far as corporate social responsibility relations is concerned.

The findings analysed from the qualitative data on inter-organisational relations and leadership performance indicated that the Ministry was experiencing the following challenges: poor information flow, lack of inter-departmental connections, lack of policy directions on Public-Private-partnership which has led to several disengagements. The study also established lack of adequate networking and representation in the relevant regional organisations and insensitive ministry that does not prioritise corporate social responsibility relations. These findings were supported by Zyzak (2020) who established that the key such as the practice of active networking in networks - not only with diverse external stakeholders, but also within the network domain itself are necessary for networks

to successfully deliver public value which supports the fact that the key actors supporting inter-organisation relations in the nation of South Sudan's Ministry of Petroleum is not well coordinated, the gap filled by the findings documented in this section.

The poor inter-organisational relations and leadership performance indicated that the Ministry was experiencing the following challenges; poor information flow, lack of inter-departmental connections, lack of policy directions on Public-Private-partnership which has led to several disengagements also expands Agency Theory where the leaders who are the agents are engaged in rigid bureaucratic structures which has made it difficult for the Chief Executive Officer (CEO) post and political positions separated in order to save agency expenditures. This is especially true if the CEO has influence over the lawmakers. The fact that the company is primarily seen through the eyes of the owners is one of the main drawbacks of applying conceptual framework to corporate governance. As a result, other stakeholders are not taken into account while planning for and managing the company.

#### **4.4.7 Leadership Performance in the Ministry of Petroleum**

This section presents the descriptive statistics results in the Department of Petroleum in terms of leadership performance measured using the following construct indicators; positively rated Public Service delivery leadership, accountability, and transparency of leaders, infrastructural development, collective decisions, and actions, reduced level of corruption, economic performance, corporate social responsibility, exports various oil products, clear cut policy on leadership succession and highly rated leadership succession plan. Table 4.10 therefore presents employees view on leadership performance at the Ministry of Petroleum.

**Table 4.10: Leadership Performance in the Ministry of Petroleum**

<b>Leadership performance of the Ministry of Petroleum</b>	<b>SD (%)</b>	<b>D (%)</b>	<b>U (%)</b>	<b>A (%)</b>	<b>SA (%)</b>	<b>Mean</b>	<b>STD</b>
Positively rated leadership.	33	28	10	12	17	2.1	1.5
Accountability and Transparency	39	27	9	12	18	2.4	1.5
Infrastructural Development	32	24	13	19	12	2.2	1.4
Collective Decisions	25	37	6	15	17	2.2	1.4
Reduced the level of corruption.	36	26	3	21	14	2.5	1.5
Economic performance	19	37	10	24	10	2.3	1.4
Corporate Social Responsibility	32	32	17	14	5	2.3	1.2
Exports various oil products	39	28	15	9	9	2.2	1.3
Clear cut policy	28	32	13	16	11	2.5	1.3
Highly rated succession plan	29	28	19	18	6	2.4	1.2
<b>Mean Overall</b>						<b>2.3</b>	<b>1.4</b>

Source: Field Data (2022)

The ministry of petroleum's descriptive statistics results for leadership performance are shown in Table 4.10. Results on positively valued leadership showed that 61% of respondents disagreed with the findings that the Ministry of Petroleum's Public service delivery management is highly regarded by the public, while 29% agreed and 10% were unsure. Regarding openness and accountability, the study found that while 30% of respondents agreed and 10% were unsure, the majority of respondents—66%—agreed that the leaders of the Ministry of Petroleum exhibit high levels of transparency and accountability.

Additional research on the subject of infrastructure development showed that, of those surveyed, 56% disputed that the Ministry of Petroleum's infrastructure development is highly rated, while 31% agreed and 13% were unsure. Regarding group decisions, the research revealed that 62% of participants disagreed, while 32% agreed and 6% were unsure, about the leadership in the Ministry of Petroleum's ability to make collective



decisions and actions that are highly regarded. Regarding lowering the degree of corruption, the poll found that 62% of respondents disagreed, compared to 36% who agreed and 3% who were unsure, that the leadership at the Ministry of Petroleum has done so.

Regarding economic performance, the findings also showed that, in contrast to 34% whom agreed and 10% who were unsure, 56% of respondents disputed that the Ministry of Petroleum's economic performance consistently improves as a result of competent leadership. The study's conclusions regarding corporate social responsibility showed that, of those surveyed, 64% disagreed that the Ministry of Petroleum's leadership has implemented CSR to raise the standard of living for South Sudanese citizens, while 19% agreed and 17% were unsure.

Concerning exports of various oil products, the results revealed that 67% disagreed that South Sudan is able exports various oil products and services due to effective leadership at the Ministry of Petroleum compared to 18% who agreed and 15% who were not sure. On leadership performance, all the respondents disagreed that leadership performance in the Ministry of Petroleum was ineffective. The study established this through such evident as; negatively rated services including Public Service Delivery leadership, accountability and Transparency, infrastructural development, Collective Decisions, and actions carried out in the Ministry of Petroleum. The current leadership performance also has not managed to reduce the level of corruption in the Ministry. The Ministry further has not seriously taken Corporate Social Responsibility (CSR) to improve the livelihood of the citizens of South Sudan. The results obtained on leadership performance is supported by Marinetto (2011) who discovered that most public sector management effectiveness discussions are triggered

by periodic crises or scandals, such as fatal failures in healthcare or child protection agencies.

The key themes obtained from the collected the Focus Group Discussion (FGD) concerning the leadership performance in the Ministry of Petroleum was based on the following themes: Leadership influence on Public Service Delivery at the Ministry of Petroleum. Leadership influence on Accountability and Transparency at the Ministry of Petroleum. Influence of leadership at the Ministry of petroleum on the reduction of the level of corruption. Influence of leadership at the Ministry of Petroleum in handling Corporate Social Responsibility (CSR) to improve the livelihood of the citizens of South Sudan.

Ministry of Petroleum was meant to coordinate the value chain of oil in the Republic of South Sudan from exploration to mining to export of the petroleum products. According to the results obtained from FGD, there was poor leadership that affected the entire oil value chain in the Country;

It is unfortunate that the oil value chain is in the hands of foreigners. It is the foreign oil companies who do the exploration, the mining, and ultimately export the crude oil for refineries in their destined plants. The exiting leadership in the Ministry of Petroleum do not have full control of this value chain. This scenario has led to the persistent poverty in South Sudan, despite the rich oil reserves being taken by the multinational companies. This is an indication of lack of accountability and transparency in the oil value chain in South Sudan. The officials are quite corrupt, just obtaining money from the multinationals for their own benefits forgetting the bigger picture of sharing the oil “cake” for the benefit of the entire population in the Country. MoPFGD001 (3<sup>rd</sup> July, 2022 conducted in Juba).

Concerning the theme of Corporate Social Responsibility, results from FGD revealed that Corporate Social Responsibility in key areas of health, education and environment was literally minimal as noted by FGD results;

Petroleum is extracted in the Oil wells which leads to population evacuations in such areas. Again, due to heavy machineries used in exploration and by the nature of oil, there is a lot of environmental degradation which requires rehabilitations. The Ministry is not very much keen in such activities as environmental conservation leading to adverse weather conditions and strange climate change situations. The Ministry is trying but with very little success as far as sponsoring of students to further their education from the proceeds of petroleum. The Ministry does not support any health-related programmes like the non-communicable diseases such as cancer which is causing lives in the country – MoPFGD002 (3<sup>rd</sup> July, 2022 conducted in Juba).

#### **4.5 Inferential analysis**

Inference analysis of the gathered data was done, along with hypothesis testing, in order to draw conclusions on the goals of the study, which were in line with the relational descriptive research design. The primary aim of the research was to examine how management performance in the Department of Petroleum of the country of South Sudan is impacted by organisational structure. Once again, because the study was based on the assessment of the influence of organisational structure on leadership performance, the researcher used inferential correlation and regression analysis to test whether these elements of organisational structures; institutional structures, political administrative interface, bureaucratic structures and inter-organisational relations influenced leadership performance in the Ministry.

#### 4.5.1 Correlation analysis

Correlation coefficients were generated by a correlation analysis of the latent variables used in this study. Correlation analysis was performed to evaluate the effects of all research variables on the performance of leadership at the Department of Petroleum in the country of South Sudan. The analysis was built around the objective of the study. The Ministry of Petroleum of the Republic underwent investigation to see whether there was a substantial correlation between each variable and leadership performance. The Ministry of Petroleum's leadership effectiveness is correlated with each of the criteria in Table 4.11.

**Table 4.11: Correlation analysis**

Variable	Organ. Structure	Public Sector Politics	Govt Admin Structure	Organ Partnership	Intervention Strategies
Organisational Structure	1 333				
Public Sector Politics	.800** .000 333	1 333			
Government Admin Structure	.768** .000 323	.862** .000 323	1 323		
Organ Partnership	.636** .000 324	.683** .000 324	.737** .000 319	1 324	
Intervention Strategies	.181** .001 318	.037 .513 318	.061 .280 318	.222** .000 314	1 318
Leadership Performance	.582** .000 333	.687** .000 333	.657** .000 323	.556** .000 324	.117* .037 318

Source: Field Data (2022)

The results demonstrated a significant relationship among each independent variable as well as the variable that is dependent (leadership achievement in the Republic of South Sudan's Ministry of Petroleum). It was shown that there was a strong and positive correlation between the leadership effectiveness and institutional architecture of the Ministry of Petroleum ( $r=0.582$ ,  $p=0.000$ ). There was a strong correlation ( $r=0.687$ ,  $p=0.000$ ) between leadership performance at the Ministry of Petroleum and the political-administrative interface. In the Ministry of Petroleum, robust and favourable administrative structures with leadership performance were also discovered ( $r=0.657$ ,  $p=0.000$ ). The Ministry of Petroleum has both strong and favourable inter-organ interactions and leadership performance ( $r = 0.556$ ,  $p = 0.000$ ). Lastly, that of intervention strategies and leadership performance in the Ministry of Petroleum was moderate at ( $r = 0.117$ ,  $p = 0.037$ ).

These findings showed how these organisational factors and leadership effectiveness relate to each other at the countries of South Sudan's Ministry of Petroleum.

#### **4.6 Test of normality and outliers**

This classical assumption in standard linear modelling using maximum likelihood estimation is that the dependent variable and residuals follow a normal distribution. Structural equation modelling that was adopted in this study also assumes that all the endogenous variables and the residuals are normally distributed. This assumption in SEM implies that the joint distribution of the endogenous variables should exhibit multivariate normality (Rex & Kline, 2015). Violation of normality is attributed to the existence of outliers thus the test for outliers was also conducted. The presence of multivariate outliers was determined using the Mahalanobis distance analysis. The following results are from

multivariate assessment of outliers on the dependent variable by using Mahalanobis D-Squared (D2) method.

#### 4.6.1 Normal Distribution Test

Table 4.12 presents the results of Kolmogorov-Smirnov and Shapiro-Wilk Test Results of the collected data to confirm whether the data met the threshold of normality at the level diagnostics tests were carried out.

**Table 4.12: Kolmogorov-Smirnov and Shapiro-Wilk Test Results**

	Kolmogorov-Smirnov <sup>a</sup>			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Leadership Performance	.128	333	.093	.941	333	.138
Organisational Structure	.090	333	.104	.963	333	.275
Public Sector Politics	.100	333	.117	.936	333	.069
Government Admin Structure	.091	323	.085	.959	323	.105
Organ Partnership	.081	324	.164	.964	324	.172
Intervention Strategies	.251	318	.107	.789	318	.108

Source: Field Data (2022)

The Kolmogorov-Smirnov test was employed for normality testing of the endogenous variables. By identifying the presence of skewness, kurtosis, or both, this test determines the degree of normalcy of the data. The data is considered normal if the Kolmogorov-Smirnov statistic p-values are greater than 0.05, which range from zero to one (Razali & Wah, 2011). The findings revealed that all the endogenous indicators and the latent variable leadership performance had a p-value of greater than ( $p < 0.05$ ) hence confirming the data collected for the study met the normality test threshold.

#### 4.6.2 Kurtosis and Skewness Tests

Table 4.13 presents the results of Kurtosis and Skewness Tests Results of the collected data to confirm whether the data met the threshold of normality at the level diagnostics tests were carried out.

**Table 4.13: Kurtosis and Skewness Tests**

Variables	Skewness		Kurtosis	
	Statistic	Std. Error	Statistic	Std. Error
Organisational Structure	-.063	.134	-1.052	.266
Public Sector Politics	.344	.134	-1.070	.266
Government Admin Structure	.379	.136	-.690	.271
Organisational Partnership	-.406	.135	-.491	.270
Intervention Strategies	-1.301	.137	.475	.273

The data on organisational structure and leadership performance showed a general skewness value that ranged between -1.301 to 0.379 while the kurtosis values ranged between -1.070 to 0.475. The deduced values are all below the recommended value of (-3 to 3) in skewness while kurtosis is (-7 to 7) as stipulated by Simbine and Tukamu-Shaba (2020), which validates that the responses were normally distributed. These tests were statistical evidence that the collected data on various aspects of organisational structure and leadership qualities in the government of South Sudan's Ministry of Petroleum were normally distributed and therefore were fit to be used in inferential statistical analysis.

### **4.6.3 Test of Multicollinearity**

Standard maximum likelihood estimation as well as SEM also assumes that the independent (exogeneous) variables do not exhibit multicollinearity. Multicollinearity is said to exist if one or more predictors can be expressed as a linear function of other predictor variables (Menard 2002). By creating the Variance Inflation Factors (VIF) and their inverses (the tolerance) for every independent variable, multicollinearity was examined. By leaving out one of the strongly correlated variables and recalculating the regression equation, multicollinearity can be eliminated (Belsley et al, 1980). Multicollinearity is indicated by a variable's collinearity tolerance being below 0.2, which means that 80% of its variance is associated with certain other independent variables. Multicollinearity is also connected to VIFs greater than 5.

Table 4.14 presents the results of Multicollinearity Tests Results of the collected data to confirm whether the data met the threshold of normality at the level diagnostics tests were carried out.

### **4.6.4 Collinearity Statistical Test**

Table 4.14 presents the results of Multicollinearity Tests Results of the collected data to confirm whether the data met the threshold of normality at the level diagnostics tests were carried out.



**Table 4.14: Collinearity Statistics**

Collinearity Statistics		
Variables	Tolerance	VIF
Organisational Structure	.317	3.151
Public Sector Politics	.375	3.720
Government Admin Structure	.385	3.418
Organ Partnership	.402	2.490
Intervention Strategies	.876	1.141

Source: Field Data (2022)

The present study's tolerance ranged from 0.876 to 0.317, all of which are higher than 0.2; as a result, the VIF was between 1.141 to 3.720, which is lower than the needed threshold value of 5. This demonstrated that there was no multicollinearity in the data set. The researcher, therefore, concluded that statistically, the collected data on organisational structure has demonstrated leadership in the government of South Sudan's Ministry of Petroleum did not contain any multicollinearity and therefore was fit for further inferential statistical analysis.

#### **4.6.4 Test of Heteroscedasticity**

To determine if the model residuals show homoscedasticity, the test for heteroscedasticity was run. The homoscedasticity assumption underlies linear best linear unbiased estimate theories (BLUE models), which postulate a constant variance for the residuals (Belsley, Kuh & Welsch, 1980). The Breusch-Pagan test is utilized to check for heteroscedasticity. For the residuals, the BP Lagrange multiplier (LM) statistic was calculated (Hassler &

Breitung, 2006). The BP evaluates the claim that H0: Relatives do not show heteroscedasticity (residuals are homoscedastic). Table 4.14 presents the results of heteroscedasticity Tests Results of the collected data to confirm whether the data met the threshold of normality at the level diagnostics tests were carried out.

**Table 4.15: Heteroscedasticity Results**

	Lagrange multiplier (LM)	Sig	Conclusions
Breusch-Pagan (BP)	0.735	0.597	Fail to reject H0

Source: Field Data (2017)

The BP-LM test's P-value was higher than 0.05, indicating that the residuals are homoscedastic and hence satisfy the homoscedasticity assumption.

#### **4.6.5 Test of Independence (non-autocorrelation)**

The independence of error terms, indicating that observations are independent, was assessed using the Durbin-Watson test. Its statistic is between 0 and 4. For a model with four predictors omitting the intercept and a sample size of 402, the estimated Durbin-Watson statistic is contrasted towards the tabulated Durbin-Watson statistics. The tabular result that displays non-autocorrelation suggesting independence is higher than the highest limit of the computed Durbin-Watson statistic. Table 4.14 presents the results of Tests of Independence Results of the collected data to confirm whether the data met the threshold of normality at the level diagnostics tests were carried out.

**Table 4.16: Durbin-Watson Results**

<b>Durbin-Watson statistic</b>	<b>Tabulated lower limit</b>	<b>Tabulated Upper limit</b>
1.716	1.617	1.632

Source: Field Data (2022)

The obtained data was suitable for further inferential statistical analysis since the estimated Durbin Watson statistic (1.716) was greater than the top limit of the tabular value (1.632), which illustrates non-autocorrelation suggesting independence.

#### **4.7 Organisational Structure and Leadership Performance**

The inferential statistics and hypothesis testing on the impact of organisational structure on the effectiveness of leadership in the Ministry of Petroleum of the Republic of South Sudan are presented in this part. Service tips and Kenyan hotel star ratings were the independent variables. The performance of Kenya's star-rated hotels was the dependent variable, and it was measured using four balanced scorecard performance scales: financial performance, client satisfaction effectiveness, internal business processes performance, and organisational growth and learning performance.

Five theories were examined in the study; HO1: There is no meaningful correlation between the political-administrative interface and governance achievement in the Republic of South Sudan's Petroleum Ministry. HO2: There is not a significant association between institutional structures and leadership achievement in the Petroleum Ministry. HO3: There is not any significant link between organisational structures and governance achievement

in the Petroleum Ministry of the South Sudanese Republic Sudan. HO4: There is not any significant link between organisational relationships and leadership performance in the Ministry. HO5: There is no meaningful correlation between the totality of organisational structures and governance achievement in the Ministry.

#### **4.7.1 Influence of Institutional Structures on Leadership Performance**

To ascertain whether or not the Department of Petroleum of the country of South Sudan's institutional architecture and leadership performance significantly correlate, the first hypothesis (**Ho1**) was tested. The independent variable was institutional structures whose measure indicators were; clear cut institutional control, existing institutional rules, and regulations, existing institutional norms and values, existing institutional cultures, existing institutional checks and balances, existing reporting systems, existing open mode of operations, existing institutional accountability systems, existing institutional feedback systems, existing institutional objective is driven control, existing simple and easy to follow institutional control and existing strategic institutional control.

The dependent variable was leadership performance whose measure indicators were positively rated Public Service delivery leadership, accountability, and transparency of leaders, infrastructural development, collective decisions, and actions, reduced level of corruption, economic performance, corporate social responsibility, exports various oil products, clear cut policy on leadership succession and highly rated leadership succession plan.

**Table 4.17: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.708 <sup>a</sup>	.502	.483	.765

Table 4.17's results demonstrated a good correlation, with an R-value of 0.708 and a R Square of 0.502. The R2 number indicates the percentage of the dependent variable " leadership performance in the Ministry of Petroleum of the Republic of South Sudan ", was explained by the independent variables, "clear-cut institutional control, existing institutional rules and regulations, existing institutional norms and values, existing institutional cultures, existing institutional checks and balances, existing reporting systems, existing open mode of operations, existing institutional accountability systems, existing institutional feedback systems, existing institutional objective driven control, existing simple and easy to follow institutional control and existing strategic institutional control". In this instance, the R Squared was 50.2%, which was high and indicated a high level of correlation.

**Table 4.18: ANOVA between Organisational Structures on Leadership Performance**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1 Regression	188.382	12	15.699	26.840	.000 <sup>b</sup>
Residual	187.163	320	.585		
<b>Total</b>	<b>375.545</b>	<b>332</b>			

The predictor: Measure indicators of organisational structure and the dependent variable is leadership performance with its measure indicators. With p=0.000, less than 0.05, Table

4.18 showed that the regression model substantially predicted the result variable, and overall, the prototype significantly and statistically forecasted the outcome variable. This result indicated that there was a strong association between the dependent variable and the independent variable (organisational structure) in the study's data (leadership performance). Table 4.19 presents the regression results of the influence of organisational structure on leadership performance.

**Table 4.19: Influence of Organisational Structure on Leadership Performance**

<b>Model</b>	<b>Ustd Coef</b>		<b>Std Coef</b>		<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>T</b>	
(Constant)	1.337	.141		9.462	.000
Institutional control	-.034	.038	-.048	-.896	.371
Institutional rules and regulations	-.067	.054	-.090	-1.230	.220
Institutional norms and values	.128	.063	.178	2.020	.044
Institutional culture	-.176	.059	-.229	-2.990	.003
Institutional checks and balances	.185	.045	.245	4.077	.000
Reporting systems	.106	.049	.141	2.151	.032
Open mode of operations	-.080	.044	-.101	-1.812	.071
Institutional accountability systems	.069	.049	.102	1.407	.161
Institutional feedback systems	-.108	.064	-.147	-1.687	.093
Institutional objective driven control	.373	.061	.517	6.090	.000
Simple and easy to follow controls	.122	.052	.158	2.359	.019
Strategic Institutional controls	.178	.063	.240	2.835	.005

Out of the twelve (12) variable measures of organisational structures, seven (7) variable measures influenced leadership performance in the Ministry of Petroleum of the Republic of South Sudan. First, the study established a positive significant influence of institutional norms and values which were the measures of organisational structure on leadership

performance ( $\beta = 0.128$ ,  $p = 0.044 < 0.05$ ). This significant positive influence made the researcher conclude that organisational structure influenced leadership performance at the Ministry of Petroleum of the Republic of South Sudan. Based on this finding, an increase of institutional norms and values by 1 unit will lead to an increase in leadership performance in the Ministry of Petroleum of the Republic of South Sudan by 0.128 multiple units.

Second, the study established a positive significant influence of institutional cultures which were the measures of organisational structure on leadership performance ( $\beta = -0.176$ ,  $p = 0.003 < 0.05$ ). This significant positive influence made the researcher conclude that organisational structure influenced leadership performance at the Ministry of Petroleum of the Republic of South Sudan. Based on this finding, increase of the current institutional cultures by 1 unit will lead to a decrease in leadership performance in the Ministry of Petroleum of the Republic of South Sudan by 0.176 multiple units.

Third, the study established a positive significant influence of institutional checks and balances which were the measures of organisational structure on leadership performance ( $\beta = 0.185$ ,  $p = 0.000 < 0.05$ ). This significant positive influence made the researcher conclude that organisational structure influenced leadership performance at the Ministry of Petroleum of the Republic of South Sudan. Based on this finding, an increase of institutional checks and balances by 1 unit will lead to an increase in leadership performance in the Ministry of Petroleum of the Republic of South Sudan by 0.185 multiple units.

Four, the study established a positive significant influence of existing reporting systems which were the measures of organisational structure on leadership performance ( $\beta = 0.106$ ,  $p = 0.032 < 0.05$ ). This significant positive influence made the researcher conclude that organisational structure influenced leadership performance at the Ministry of Petroleum of the Republic of South Sudan. Based on this finding, an increase of existing reporting systems by 1 unit will lead to an increase in leadership performance in the Ministry of Petroleum of the Republic of South Sudan by 0.106 multiple units.

Five, the study established a positive significant influence of existing institutional objective-driven control which were the measures of organisational structure on leadership performance ( $\beta = 0.373$ ,  $p = 0.000 < 0.05$ ). This significant positive influence made the researcher conclude that organisational structure influenced leadership performance at the Ministry of Petroleum of the Republic of South Sudan. Based on this finding, an increase of existing institutional objective-driven control by 1 unit will lead to an increase in leadership performance in the Ministry of Petroleum of the Republic of South Sudan by 0.373 multiple units.

Six, the study established a positive significant influence of existing simple and easy-to-follow institutional control which were the measures of organisational structure on leadership performance ( $\beta = -0.122$ ,  $p = 0.019 < 0.05$ ). This significant positive influence made the researcher conclude that organisational structure influenced leadership performance at the Ministry of Petroleum of the Republic of South Sudan. Based on this finding, an increase of existing simple and easy-to-follow institutional control by 1 unit



will lead to a decrease in leadership performance in the Ministry of Petroleum of the Republic of South Sudan by 0.122 multiple units.

Seven, the study established a positive significant influence of existing strategic institutional control which were the measures of organisational structure on leadership performance ( $\beta = 0.178$ ,  $p = 0.005 < 0.05$ ). This significant positive influence made the researcher conclude that organisational structure influenced leadership performance at the Ministry of Petroleum of the Republic of South Sudan. Based on this finding, an increase of existing strategic institutional control by 1 unit will lead to an increase in leadership performance in the Ministry of Petroleum of the Republic of South Sudan by 0.178 multiple units.

The null hypothesis **H<sub>01</sub>** that there is no significant relationship between institutional structures and leadership performance in the Ministry of Petroleum of the Republic of South Sudan was rejected. This was based on the statistical test that established the significant influence of existing institutional checks and balances, existing reporting systems, existing institutional objective-driven control, existing simple and easy-to-follow institutional control, and existing strategic institutional control on leadership performance in the Ministry of Petroleum of the Republic of South Sudan.

Based on the inferential statistical test of the null hypothesis that **H<sub>01</sub>** that there is no significant relationship between institutional structures and leadership performance in the Ministry of Petroleum of the Republic of South Sudan which was rejected, the researcher therefore deduced statistical evidence to conclude that the poor leadership performance in the Ministry of Petroleum of the Republic of South Sudan was due to weak institutional

structures which was one of the component of organisational structures affecting leadership performance.

This finding is supported by Setiawan et al. (2016) who established that that: (1) organisational structure has a direct impact on trust; (2) organisational structure has a direct impact on performance; (3) leadership has a direct impact on trust; (4) leadership has a direct impact on performance; (5) trust has a direct impact on performance; (6) organisational structure has an indirect impact on performance through trust; and (7) leaders have an indirect impact on performance in Ternama University.

The findings are further supported by Ngetich (2018) who established that the Nyankoba Tea Factory's organisational performance was greatly impacted by its organisational structures. The findings also revealed the variables that were studied namely communication, supervision, leadership, and motivation had an influence in organisation performance. His study recommended a study on how these other organisational structures influences performance of organisations and recommends a replica of the study to be carried out within the context of another field other than tea factories for comparative purpose.

The poor leadership performance in the Ministry of Petroleum of the Republic of South Sudan caused by weak institutional structures expand the basis of Contingency Theory which states that management effectiveness is contingent or depending on the interaction between the application of managerial behaviours and specific events. Once again, based on this theory, leaders in the Ministry of Petroleum must consider all aspects of the institutional structures in the Ministry which is critical in leadership decision making.

#### 4.7.2 Influence of Political-Administrative Interface on Leadership Performance

The first hypothesis **Ho2**: was to test whether there is no significant relationship between the political-administrative interface and leadership performance in the Ministry of Petroleum of the Republic of South Sudan. The independent variable was institutional structures whose measure indicators were political leadership accountability, leadership dependent on democratic decision-making, Political leadership transparency, existing performance appraisal systems, merited political appointments, open administrative policy, team-driven administrative policy, effective communication, merit-based promotions, issues-based collective bargaining, effective training and development, and conducive work environment.

The dependent variable was leadership performance whose measure indicators were positively rated Public Service delivery leadership, accountability, and transparency of leaders, infrastructural development, collective decisions, and actions, reduced level of corruption, economic performance, corporate social responsibility, exports various oil products, clear cut policy on leadership succession and highly rated leadership succession plan.

**Table 4.20: Model Summary**

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<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.755 <sup>a</sup>	.571	.554	.710

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According to Table 4.20 findings, there was a strong correlation between the two variables, with an R-value of 0.755 and a R Square of 0.571. How much of the dependent variable is revealed by the R<sup>2</sup> value, " leadership performance in the Ministry of Petroleum of the

Republic of South Sudan "was explained by the independent variables, "clear-cut institutional control, existing institutional rules and regulations, existing institutional norms and values, existing institutional cultures, existing institutional checks and balances, existing reporting systems, existing open mode of operations, existing institutional accountability systems, existing institutional feedback systems, existing institutional objective driven control, existing simple and easy to follow institutional control and existing strategic institutional control". In this instance, the R Squared was 57.1% that was high and indicated a high level of correlation.

**Table 4.21: ANOVA between Political Administrative Interfaces on Leadership Performance**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1 Regression	214.253	12	17.854	35.423	.000 <sup>b</sup>
Residual	161.292	320	.504		
<b>Total</b>	<b>375.545</b>	<b>332</b>			

The predictor: Measure indicators of Political Administrative Interfaces and the dependent variable is leadership performance with its measure indicators. With  $p=0.000$ , less than 0.05, Table 4.21 showed that the regression model substantially predicted the outcome variable, and overall, the prototype significantly and statistically forecasted the outcome variable. This result suggested that there was a strong association between the independent variable (Political Administrative Interfaces) and the dependent variable in the study's data (leadership performance). Table 4.22 presents the regression results of the influence of political administrative interfaces on leadership performance.

**Table 4.22: Influence of Political Administrative Interfaces on Leadership Performance**

Model	Unstd Coeff.		Std Coeff.	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	.832	.121		6.896	.000
Political leadership accountability	.100	.047	.130	2.139	.033
Democracy decision making	.256	.049	.378	5.269	.000
Political leadership transparency	-.028	.059	-.036	-.467	.641
Performance appraisal system	-.133	.039	-.176	-3.456	.001
Merit based political appointment	-.043	.043	-.057	-.981	.327
Open administrative policy	.071	.047	.093	1.506	.133
Team driven administrative policy	-.074	.063	-.092	-1.188	.236
Effective leadership communication	.297	.074	.365	4.020	.000
Merit based promotion	.141	.048	.188	2.914	.004
Collective bargaining based on issues	.126	.042	.146	2.979	.003
Training and development that works	-.158	.057	-.194	-2.745	.006
Conducive work environment	.121	.049	.161	2.481	.014

Eight (8) of the twelve (12) variable indicators of organisational structures related to Political Administrative Interfaces have an impact on leadership effectiveness in the Republic of South Sudan's Ministry of Petroleum. First, the research demonstrated that organisational structure measurements, namely political leadership accountability, had a favourable and significant impact on leadership performance. ( $\beta = 0.100, p = 0.033 < 0.05$ ). The study concluded that leadership effectiveness at the Department of Petroleum of the country of South Sudan was influenced by organisational structure as a result of this notable positive influence. According to this research, the Ministry of Petroleum in the Republic of South Sudan will see a 0.128 multiple unit improvement in leadership performance for every unit rise in political leadership accountability.

Second, the research demonstrated that leadership effectiveness was positively influenced by democratic decision-making and was reliant on organisational structure ( $\alpha = 0.256$ ,  $p = 0.000 < 0.05$ ). The researcher came to the conclusion that organisational structure has an impact on leadership effectiveness at the Ministry of Petroleum in the Republic of South Sudan because of this strong positive influence. According to this research, the Ministry of Petroleum in the Republic of South Sudan will see a 0.256 multiple unit improvement in leadership effectiveness for every unit rise in leadership that is contingent on democratic decision-making.

Third, the study found that the organisational structure metrics used in the performance appraisal systems now in use had a substantial negative impact on leadership performance ( $\alpha = -0.133$ ,  $p = 0.001 < 0.05$ ). The study concluded that leadership effectiveness at the Department of Petroleum of the nation of South Sudan was influenced by organisational structure as a result of this notable positive influence. According to this research, the Ministry of Petroleum in the country of South Sudan will see a 0.133 multiple unit drop in leadership performance for every unit increase in the current performance appraisal methods.

Four, the study found that effective communication has a favourable and significant impact on leadership performance as measured by organisational structure ( $\alpha = 0.297$ ,  $p = 0.000 < 0.05$ ). The study concluded that leadership effectiveness at the Department of Petroleum of the nation of South Sudan was influenced by organisational structure as a result of this notable positive influence. According to this research, the Ministry of

Petroleum in the Republic of South Sudan will see a 0.297 multiple unit improvement in leadership effectiveness for every unit rise in effective communication.

Five, the study found that leadership performance was positively and significantly impacted by merit-based promotions, which were measured by organisational structure ( $\alpha = 0.144$ ,  $p = 0.004 < 0.05$ ). The study concluded that management performance at the Department of Petroleum of the country of South Sudan was influenced by organisational structure as a result of this notable positive influence. According to this research, a one-unit increase in merit-based promotions will result in a 0.144 multiple-unit rise in leadership performance at the Ministry of Petroleum in the Republic of South Sudan.

Sixth, the research found that issues-based collective bargaining, which was measured by organisational structure, had a positive and significant impact on leadership performance ( $\alpha = 0.126$ ,  $p = 0.003 < 0.05$ ). The study concluded that leadership effectiveness at the Department of Petroleum of the country of South Sudan was influenced by organisational structure as a result of this notable positive influence. According to this research, the Ministry of Petroleum in the country of South Sudan will see a 0.126 multiple unit improvement in leadership performance for every unit rise in issues-based collective bargaining.

Seventh, the study found that successful development and training had a substantial negative impact on leadership performance as measured by organisational structure ( $\alpha = -0.158$ ,  $p = 0.006 < 0.05$ ). The study concluded that management performance at the Department of Petroleum of the country of South Sudan was influenced by organisational structure as a result of this notable positive influence. According to this research, the

Ministry of Petroleum in the country of South Sudan will see a 0.126 multiple unit drop in leadership performance for every unit rise in efficient development and training.

Eighth, the study found that leadership performance was positively and significantly impacted by an atmosphere that was conducive to learning, as measured by organisational structure ( $\alpha = 0.121$ ,  $p = 0.014 < 0.05$ ). The study concluded that management performance at the Department of Petroleum of the country of South Sudan was influenced by organisational structure as a result of this notable positive influence. According to this research, the Ministry of Petroleum in the country of South Sudan will see a 0.121 multiple unit improvement in leadership performance for every unit rise in a favourable work environment.

The Republic of South Sudan's Ministry of Petroleum's leadership performance and the political-administrative interface do not significantly correlate, as the null hypothesis (HO2) suggested. This was based on a statistical test that found that the Department of Petroleum of the country of South Sudan's leadership performance was significantly impacted by political management accountability, leadership that is reliant on democratic decision-making, the performance appraisal systems that are currently in place, efficient interaction, promotions determined on merit, issues-based negotiation, and efficient development and training, and a supportive work environment.

After rejecting the null hypothesis (HO2), which states that in the Republic of South Sudan's Department of Petroleum, there is no discernible connection between leadership and political administration ties effectiveness. the researcher used statistical evidence to draw the conclusion that ineffective political administrative interface—one of the



organisational frameworks affecting leadership performance—was the cause of the Ministry of Petroleum's subpar leadership performance.

The inefficient political administrative interface, which extends the Leader-Member Exchange (LMX) Theory, which holds that leaders should treat followers as a group in order to achieve bigger leadership goals, is the cause of poor management effectiveness in the Petroleum of the Nation of South Sudan. The conclusion that leader-employee relationships are necessary for the administrative interface to influence the performance of leadership in the Department of Petroleum of the country of South Sudan was supported by the LMX Theory.

#### **4.7.3 Influence of Bureaucratic Structures on Leadership Performance**

The first hypothesis **Ho3**: was to test whether there isn't a meaningful connection between bureaucratic structures and leadership qualities in the country of South Sudan's Ministry of Petroleum. The independent variable was institutional structures whose measure indicators were political leadership accountability, democratic decision-making is necessary for leadership, Political leadership transparency, existing performance appraisal systems, merited political appointments, open administrative policy, team-driven administrative policy, good training and development, merit-based advancements, issues-based collective bargaining, efficient communication, and a supportive work environment.

Leadership performance was the dependent variable, and its measure indicators were positively rated Public Service delivery leadership, accountability, and transparency of leaders, infrastructural development, collective decisions, and actions, reduced level of corruption, economic performance, corporate social responsibility, exports various oil

products, clear cut policy on leadership succession and highly rated leadership succession plan.

**Table 4.23: Model Summary**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.734 <sup>a</sup>	.539	.521	.73410

According to Table 4.23 findings, there was a strong correlation between the two variables, with an R-value of 0.734 and a R Square of 0.539. The proportion of the dependent variable is revealed by the R2 value, "Political leadership accountability, leadership dependent on democratic decision making, Political leadership transparency, existing performance appraisal systems, merited political appointments, open administrative policy, team driven administrative policy, effective communication, merit-based promotions, issues based collective bargaining, effective training and development, and conducive work environment". In this case, 53.9% was the R Squared, which was large indicating a high degree of correlation.

**Table 4.24: ANNOVA between Bureaucratic Structures on Leadership Performance**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1 Regression	195.506	12	16.292	30.232	.000 <sup>b</sup>
Residual	167.060	310	.539		
<b>Total</b>	<b>362.566</b>	<b>322</b>			

The predictor: Measure indicators of bureaucratic structures and Leadership performance, together with its measure indicators, is the dependent variable. With p=0.000, less than

0.05, Table 4.30 showed that the regression model substantially predicted the result variable, and overall, the prototype significantly and statistically forecasted the outcome variable. This result indicated that there was a strong association between the dependent variable and the independent variable (bureaucratic structures) in the study's data (leadership performance). Table 4.25 presents the regression results of the influence of bureaucratic structures on leadership performance.

**Table 4.25: Influence of Bureaucratic Structures on Leadership Performance**

<b>Model</b>	<b>Unstd Coeff.</b>		<b>Std Coeff.</b>		<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	<b>t</b>	
1 (Constant)	.903	.139		6.495	.000
Existing division of labour	-.085	.050	-.107	-1.697	.091
Exercise of authority	-.019	.032	-.026	-.594	.553
Political leadership transparency	.175	.056	.218	3.100	.002
Merit-based hiring	.068	.043	.089	1.573	.117
Existing reward systems	-.054	.056	-.067	-.959	.338
Existing employees' discipline	.261	.046	.334	5.707	.000
Existing unity of purpose	-.021	.057	-.027	-.370	.712
Existing strategic direction	-.065	.054	-.087	-1.208	.228
Existing orderly span of work	.010	.053	.013	.193	.847
Equal treatment of employees	.333	.061	.380	5.483	.000
Existing job security	.150	.048	.195	3.105	.002
Freedom of innovate	-.029	.059	-.034	-.491	.624

Regarding administrative structures, four (4) among the twelve (12) variable indicators had an impact on the performance of leadership at the South Sudanese Ministry of Petroleum government. First, the research demonstrated that political leadership openness had a favourable and significant impact on leadership performance as measured by bureaucratic structure ( $\alpha = 0.175$ ,  $p = 0.002 < 0.05$ ). The researcher came to the conclusion that management performance at the Department of Petroleum of the country of South Sudan was influenced by bureaucratic structures due to this notable positive influence. According to this research, at the South Sudanese Ministry of Petroleum government will see a multiple-unit rise in leadership performance for every unit increase in political management transparency.

Second, the research found that the measurements of bureaucratic structures had a favourable and significant impact on the discipline of current employees regarding leadership effectiveness ( $\alpha = 0.261$ ,  $p = 0.000 < 0.05$ ). According to this research, at the South Sudanese Ministry of Petroleum government, will see a 0.261 multiple unit improvement in leadership performance for every unit rise in discipline among current personnel.

Thirdly, the research demonstrated a statistically significant favourable impact of current equitable treatment of employees, as measured by bureaucratic structure metrics, on leadership effectiveness ( $\alpha = 0.261$ ,  $p = 0.000 < 0.05$ ). The study concluded that leadership effectiveness at the Ministries of Petroleum of the country of South Sudan was influenced by organisational structure as a result of this notable positive influence. According to this research, the Ministry of Petroleum in the Republic of South Sudan will see a 0.261 multiple unit improvement in leadership effectiveness for every unit rise in the current equal treatment of employees.

Fourth, the study found that bureaucratic structure measurements, specifically job security, had a favourable and significant impact on leadership performance ( $\alpha = 0.150$ ,  $p = 0.002 < 0.05$ ). The study concluded that leadership effectiveness at the Department of Petroleum of the country of South Sudan was influenced by organisational structure as a result of this notable positive influence. According to this research, the Ministry of Petroleum in the country of South Sudan will see a 0.152 multiple unit improvement in leadership performance for every unit rise in current job security.

The Republic of South Sudan's Ministry of Petroleum's null hypothesis (**H<sub>03</sub>**)—that there is no meaningful correlation among administrative structures and leadership effectiveness—was rejected. This was predicated on a statistical test that determined the importance of the following factors on the performance of leadership in the Department of Petroleum of the country of South Sudan: current job security, equal treatment of employees, political leadership transparency, and employee discipline.

The null hypothesis, **H<sub>03</sub>**, which claimed that there is no meaningful relationship between bureaucratic frameworks and leadership performance in the South Sudanese Department of Petroleum, was rejected by the researcher using the findings of the inferential statistical analysis. The researcher came to the conclusion that the existence of strict bureaucratic structures was one element influencing leadership achievement in the Department of Petroleum of the country of South Sudan based on this statistical evidence.

The nation of South Sudan's Petroleum sector's subpar leadership performance was caused by rigid bureaucratic structures which expands Agency Theory which proposes that elected politicians should be drawn from all parts of the country to be representative. Additionally, the Chief Executive Officer (CEO) post and political positions should be separated in order to save agency expenditures. This is especially true if the CEO has influence over the lawmakers. The fact that the company is primarily viewed through the eyes of the owners is one of the main drawbacks of applying conceptual framework to corporate governance. As a result, other stakeholders are not taken into account while planning for and managing the company.

#### 4.7.4 The Combined Elements of Organisational Structures and Leadership Performance

The researcher combined all the elements of organisational structures to ascertain whether the combination impacted the government of South Sudan's Ministry of Petroleum's leadership performance differently.

**Table 4.26: Model Summary**

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<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
1	.703 <sup>a</sup>	.494	.488	.76196

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Table 4.26 results showed that there was a strong association since the R-value was 0.703 and the R Square was 0.494. The proportion of the dependent variable is revealed by the R<sup>2</sup> value, "Institutional structures, political-administrative interface, bureaucratic and political-administrative interface". In this case, 49.4% was the R Squared, which was large indicating a high degree of correlation.

**Table 4.27: ANOVA between the Combined Elements of Organisational Structures and Leadership Performance**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1 Regression	178.001	4	44.500	76.648	.000 <sup>b</sup>
Residual	182.301	314	.581		
<b>Total</b>	<b>360.302</b>	<b>318</b>			

The predictor: Measure indicators of organisational structures and leadership performance and its corresponding measure indicators make up the dependent variable. Table 4.36 showed that the regression prototype substantially forecasted the outcome variable with a p-value of 0.000, less than 0.05, and that the model generally significantly and statistically predicted the result variable. This result indicated that there was a strong association between the dependent variable and the independent variable (organisational structure) in the study's data (leadership performance).

**Table 4.28: Influence of Organisational Structures on Leadership Performance**

<b>Model</b>	<b>Unstd Coeff</b>		<b>Std Coeff</b>	<b>T</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1 (Constant)	.484	.156		3.096	.002
Institutional Structure	.008	.067	.008	.116	.907
political administrative interface	.494	.091	.480	5.434	.000
Bureaucratic Structures	.215	.092	.200	2.328	.021

Among of the four (4) different variable indicators related to organisational frameworks, two (2) of the combined measures had an impact on leadership performance at the



Department of Petroleum of the country of South Sudan. Initially, the research revealed that leadership performance is positively and significantly impacted by the political-administrative interface ( $\beta = 0.494$ ,  $p = 0.0000.05$ ).

#### 4.7.5 Intervention strategies to Improve Public Leadership Effectiveness

This section presents the results that ascertain whether the intervention strategies intervened in the connection between leadership effectiveness and organisational structures in the country of South Sudan's Ministry of Petroleum. The fifth objective of the study was to evaluate potential intervention tactics for enhancing the Ministry of Petroleum's public leadership efficacy of the Republic of South Sudan. The dependent variable in this relationship was leadership performance while the independent variable was organisational structures. The researcher combined all the elements of organisational structures and the intervening strategies to establish this relationship.

**Table 4.29: Changes in R<sup>2</sup> before and After Intervention Strategies**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.703	.494	.488	.762
2	0.713	.508	.500	.756
<b>Changes in R2</b>	<b>0.010</b>	<b>0.014</b>	<b>0.012</b>	<b>-0.006</b>

Results from Table 4.29 present the R<sup>2</sup> before and after the interaction of intervention strategies for improving public leadership effectiveness in the nation of South Sudan's Ministry of Petroleum. Before the interaction of these strategies, the R-value was 0.703<sup>a</sup>

with  $R^2$  of 0.494 which indicated a high degree of correlation. The  $R^2$  value indicates how much of the dependent variable, "leadership performance", was explained by the independent variables, "organisational structures in the presence of intervention strategies". In this case, 49.4% was the  $R^2$ , which was high indicating a high degree of correlation. After the interaction of these strategies, the R-value was 0.713<sup>a</sup> with  $R^2$  of 0.508 which indicated a considerable change in the  $R^2$  indicating that intervention strategies for improving public leadership effectiveness significantly changed the connection between the Ministry of Petroleum's organisational framework and leadership effectiveness.

The finding, therefore, indicated that the strategies contributed to the change in the relationship by 1.4%. These strategies included effective governance system, effective organisational culture, value driven work environment strategy, reward systems strategy, communication strategy, leadership development strategy and evidence based management strategy.

**Table 4.30: Intervention Strategies for Improve Public Leadership Effectiveness in the Ministry of Petroleum**

Model	Unstd Coeff		Std Coeff		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	.484	.156		3.096	.002
Institutional Structure	.008	.067	.008	.116	.907
political-administrative interface	.494	.091	.480	5.434	.000
Bureaucratic Structures	.215	.092	.200	2.328	.021
inter-organisational relations	.063	.080	.048	.788	.431
2 (Constant)	.282	.185		1.522	.129
Institutional Structure	-.019	.068	-.020	-.281	.779
political-administrative interface	.622	.098	.605	6.325	.000
Bureaucratic Structures	.122	.101	.113	1.218	.224
inter-organisational relations	.021	.082	.016	.256	.798

Results from Table 4.30 presents the Some techniques that the Department of Petroleum may use to increase the efficacy of its public leadership. The results revealed that the 1.4% changes in the R<sup>2</sup> resulted in the political-administrative interface being the only organisational structure to have impacted the country of South Sudan's Ministry of Petroleum's leadership performance although with a higher coefficient of 0.622. This finding, therefore, indicates that the recommended intervention strategies by the employees working in the country of South Sudan's Ministry of Petroleum slightly contribute to the improvement of public leadership effectiveness in the nation of South Sudan's Ministry of Petroleum due to the light change in the R<sup>2</sup> of 1.4%. This is because when these strategies were introduced, only one organisational structure, which was the political administrative interface, impacted the nation of South Sudan's Ministry of Petroleum's leadership performance.

The fourth null hypothesis **H<sub>04</sub>** that intervention strategies adopted do not significantly enhance the efficacy of public leadership in the nation of South Sudan's Ministry of Petroleum. This was based on a statistical test that found bureaucratic structures and the political-administrative interface had a substantial impact on leadership performance in the Republic of South Sudan's Ministry of Petroleum.

The investigator therefore concluded statistical proof to determine that the nation of South Sudan's Petroleum's subpar management performance was caused by: weak institutional

frameworks, inefficient political administrative interface, rigid bureaucratic structures, and finally unorganised and ineffective relationships between organisations, that formed a part of the components of organisational structures influencing the effectiveness of leaders. With regard to the combined elements of organisational structures, the null hypothesis, **Ho4**, that there exists no significant relationship among the combined elements of organisational structures and management achievement Within the government of South Sudan's Ministry of Petroleum, there was rejected.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

Based on the research and debates on organisational structure and leadership effectiveness, this chapter draws conclusions. The conclusions are derived by comparing the results to the outcomes of the study's five objectives and its tested hypotheses. The research's contributions to concept, methodology, policy, practice, organisational structures, and leadership effectiveness are also highlighted in this chapter. The chapter concludes by suggesting future study topics.

#### **5.2 Summary of Findings**

##### **5.2.1 Organisational Structures Influences on Leadership Performance**

Weak institutional structures, one of the elements of organisational structures influencing leadership performance, were the cause of the Department of Petroleum of the country of South Sudan's documented low leadership performance. Based on a statistical test, it was determined that leadership achievement at the Department of Petroleum of the country of South Sudan was significantly impacted by the organisational checks and balances, reporting systems, objective-driven control, straightforward and easy-to-follow control, and strategic control that were already in place.

##### **5.2.2 Political-Administrative Interface Influence on Leadership Performance**

One of the elements of organisational structures influencing leadership performance was an inadequate political administrative interface, which was the cause of the Department of Low leadership performance in South Sudan's petroleum industry has been reported. Based on statistical analysis, it was discovered that the Division of Oil of the country of South Sudan's leadership performance was significantly impacted by political management

accountability, leadership that is reliant on democratic decision-making, the performance appraisal systems that are currently in place, efficient interaction, merit- issues-based negotiating, operational development and training, and promotions based on performance, and a supportive work environment.

### **5.2.3 Bureaucratic Structures Influences on Leadership Performance**

Rigid bureaucratic systems, one of the organisational structure components The recorded low leadership performance of the Petroleum of the Republic of South Sudan was caused by factors that influence leadership performance. This was predicated on a statistical test that determined the importance of the following factors on the performance of leadership in the Department of Petroleum of the country of South Sudan: current job security, equal treatment of employees, political leadership transparency, and employee discipline.

### **5.2.4 Inter-organisational relations on Leadership Performance**

This was based on qualitative results which established that the Ministry was experiencing the following challenges; poor information flow, lack of inter-departmental connections, lack of policy directions on Public-Private-partnership which has led to several disengagements. The study also established lack of adequate networking and representation in the relevant regional organisations and insensitive ministry that does not prioritise corporate social responsibility relations.

### **5.2.5 Combined Elements of Organisational Structures and Leadership Performance**

The nation of South Sudan's Petroleum developed poor leadership performance was caused by weak institutional frameworks, an ineffective political administrative interface, rigid

bureaucratic structures, and, at last, unorganised and inefficient inter-organizational relations—one for the organisational structure parts influencing leadership performance.

### **5.2.6 Intervention strategies to Improve Public Leadership Effectiveness**

The study found that only one intervening strategy—the political administrative interface—had an impact on leadership performance in the Republic of South Sudan's Ministry of Petroleum after it was implemented. The researcher's conclusion that, when implemented appropriately, intervention strategies for enhancing public leadership effectiveness can also enhance the political managerial interface and, consequently, enhance the performance of leadership in the Department of Petroleum of the country of South Sudan was based on data on changes in R2.

## **5.3 Conclusions**

Investigating organisational structure and leadership effectiveness at the Ministry of Petroleum of the Republic of South Sudan was the study's primary goal. Four hypotheses were developed in order to accomplish the particular goals on the basis of a survey of the available literature and empirical research. Path analysis and observed index matrix analysis were used to the hypotheses. The study arrived at the following conclusions based on the results of the predetermined goals.

### **5.3.1 Conclusions on institutional structures and leadership performance**

The initial goal was to investigate the connection between leadership effectiveness and institutional frameworks in the government of South Sudan's Ministry of Petroleum. The

null hypothesis, which held that there is no meaningful correlation between institutional architecture and leadership effectiveness in the country of South Sudan's Ministry of Petroleum, was rejected by the researcher. The researcher therefore inferred statistical data that suggested that institutional structures impacted the performance of leadership in the Republic of South Sudan's Ministry of Petroleum and that the ministry's poor leadership performance was caused by weak institutional structures, which were one of the organisational structures' components that affected leadership performance. This conclusion was based on the deductive statistical evaluation of the disregarded null hypothesis, **Ho1**.

### **5.3.2 Conclusions on political administrative interface and leadership performance**

The second objective aimed to assess the correlation between the political administration Interaction within the South Sudanese Ministry of Petroleum and the efficiency of leadership. Thus, the researcher deduced statistical data that suggested the Ministry of Petroleum in the Republic of South Sudan's leadership performance was impacted by the political administrative tasks interface, and that the ministry's inadequate management performance was caused by the inefficient political administrative interface, one of the organisational structures influencing leadership performance. This conclusion was based on the inferential statistical evaluation of the rejected null hypothesis **Ho2**.

### **5.3.3 Conclusions on inter-organisational relations and leadership performance**

The third goal was to look into the connection between leadership effectiveness and inter-organizational relations in the country of South Sudan's Ministry of Petroleum. The researcher disregarded the null hypothesis, which states that there is no significant



correlation between bureaucratic processes and leadership effectiveness, in the Petroleum the Ministry of the Republic of South Sudan. The researcher therefore derived statistical proof that suggested that bureaucratic structures impacted the performance of leadership in the Department of Petroleum of the State of South Sudan and that the stiff bureaucratic structures, which were one of the organisational structures impacting leadership performance, were the cause of the poor management achievement in the Petroleum of the nation of South Sudan. This conclusion was founded on the deductive statistical evaluation of the disregarded null hypothesis **H<sub>03</sub>**.

#### **5.3.4 Conclusions on inter-organisational relations and leadership performance**

The fourth goal was to evaluate the connection between leadership effectiveness and interorganizational relations in the country of South Sudan's Ministry of Petroleum. The null hypothesis, according to which there is no meaningful correlation between leadership performance and interorganizational relations at the Department of Petroleum of the country of South Sudan, was rejected by the researcher. The deductive statistical analysis of the discarded null hypothesis served as the foundation for this result **H<sub>04</sub>**.

The Republic of South Sudan's Ministry of Petroleum's fifth aim was evaluating potential intervention measures to increase public leadership effectiveness.

### **5.3.5 Conclusions on intervention strategies that could be adopted to improve public leadership effectiveness.**

After rejecting the null hypothesis ( $H_0$ ) that intervention strategies do not significantly enhance the leadership's effectiveness in the Department of Petroleum of the country of South Sudan, the researcher used the combined components of organisational structures deductive statistical test. Based on this evidence, the researcher concluded that, when implemented properly, intervention strategies may enhance the political administrative interface, which in turn improves leadership performance in the Department of Petroleum of the nation of South Sudan. A slight change in the R<sup>2</sup> of 1.4% was used as statistical evidence.

## **5.4 Recommendation**

Based on the findings, discussions, and conclusions on organisational structure and leadership performance at the Ministry of Petroleum of the Republic of South Sudan, the following recommendations are made in accordance with the study objectives.

### **5.4.1 Institutional Structures and Leadership Performance**

The study came to the conclusion that the government of South Sudan's Ministry of Petroleum's leadership performance was influenced by institutional frameworks. The Department of Petroleum needs mechanisms for oversight in place to ensure the appropriate accountability in order to improve the institutional frameworks for better leadership performance. The implementation of checks and balances can significantly enhance

operational efficiency and optimise resource utilisation. In order to achieve effective flow of information, the Ministry should develop effective feedback system that also goes along way of open mode of operation. Lastly, concerning organisational control, the researcher recommends that the Ministry should install strong institutional objective-driven control which should be simple and easy-to-follow for the entire Ministry to achieve its strategic objectives through effective leadership performance.

#### **5.4.2 Political Administrative Interface and Leadership Performance**

The study came to the conclusion that the Republic of South Sudan's Ministry of Petroleum's leadership performance was influenced by the political administrative interface. Regarding management accountability, the researcher suggests that in order to foster trust among all staff members and enable democratic decision-making among leaders, leaders at all levels should be transparent and accountable in their operations. In order to boost output, improve service delivery, and grant merit-based promotions and appointments, the Ministry should set up performance evaluation mechanisms. Furthermore, in order to foster trust, which can lead to effective leadership, the ministry ought to be managed using an open administrative strategy, which includes an open office system. Team-driven administrative policies for inclusive productivity can help achieve this. This will also promote concerns based on employee collective bargaining. In order to motivate staff and increase production, the ministry should also provide training and a favourable work atmosphere.

### **5.4.3 Bureaucratic Structures and Leadership Performance**

The study came to the conclusion that the nation of South Sudan's Ministry of Petroleum's leadership effectiveness was impacted by bureaucratic structures. The researcher suggests that in order to provide the presidential exercise of authority a platform, there should be a defined division of tasks. The study suggests that merit-based hiring be used to select bureaucrats who are strongly driven to increase productivity. In terms of the strategic plan, the researcher suggests that the Ministry have an overall strategy for a broader vision. The Ministry's executives should also establish a welcoming workplace that can boost workers' output. This will provide job stability and equitable employment opportunities for all Ministry employees.

### **5.4.4 Inter-Organisational Relations and Leadership Performance**

The study comes to the conclusion that leadership effectiveness in the country of South Sudan's Ministry of Petroleum was influenced by interorganizational ties. The study therefore recommends that there should be Public-Private-Partnership and collaborations with other institutions initiatives through effective leadership that will achieve better goals for the benefit of the entire citizens of South Sudan. Because petroleum sector is all inclusive and dynamic professional fields, there should be Industry-Academic relations and the active corporate relations for more involvements. The Ministry should be involved in corporate social responsibility relations to activate the desired Inter-Organisational Relations.

#### **5.4.5 Intervention Strategies for the Improvement of Public Leadership Effectiveness**

The study comes to the conclusion that, when implemented correctly, intervention strategies for enhancing public leadership effectiveness can also enhance the political administration interface and boost leadership effectiveness in the Department of Petroleum of the country of South Sudan. Although the respondents agreed that the intervention strategies can improve the political administrative interface, much need to be done to achieve more organisational structures that promote effective leadership performance in the Ministry of Petroleum. This can be achieved through effective governance systems, working organisational political culture, values and recognition-driven working culture, open communication working culture and Data-driven decision-making culture.

### **5.5 Implications of the Findings**

#### **5.5.1 Theoretical implication on theories that guided the study**

The research examined at the Ministry of Petroleum's organisational structure and leadership performance in the Republic of South Sudan. Some of the conceptual, methodological, and contextual shortcomings that had been noted in the literature assessment were filled by the research. The study's conclusions raise a number of questions that have repercussions for the theory employed. The study advances theoretical arguments on Contingency Theory in regard to organisational structures influencing leadership performance. According to competence-based theory organisations have resources and capabilities which enabled them to meet their objectives. The notion acknowledges that historical experiences, financial resources, and human resources are essential to an organisational progress. In relation to this theory, it has a significant role in linking institutional structures to leadership performance. Resources from National Government to

the Ministry must be linked to effective leadership. Therefore, the significant relationship between institutional structures and leadership performance.

The study acknowledges the significance of the political administrative interfaces in the management of not only the Department of Petroleum in the government of South Sudan, but also other ministries, with respect to Leader Member Exchange Theory. By doing this, efficient administration will be achieved, improving service delivery for South Sudanese citizens. To be really representative, elected officials should come from across the nation, according to Agency Theory, one of the key anchoring concepts of the governance structure. Furthermore, the Chief Executive Officer (CEO) post and political positions must be split in order to save agency expenditures. The impact of intervention tactics and governance structure on the leadership abilities in South Sudanese public sector organisations was examined using agency theory. The agency theory is expanded by the notable impact that intervention tactics and governance structures have on managerial performance in South Sudanese public sector companies.

### **5.5.2 Contribution to the Study Methodology**

The study created a structural model that showed the link between the study variables in addition to an empirical model. The concept offers a strong basis for both effective leadership and organisational design. The Department of Petroleum of the country of South Sudan employed the descriptive quantitative polling technique to assess the impact of organisational structure on the performance of leadership. The noteworthy correlation between leadership performance and organisational structure in the Department of Petroleum of the country of South Sudan, as revealed by the data analysis, therefore

broadens the scope of this methodology. Second, the study advances the application of descriptive and regression statistical methods to the examination of leadership effectiveness and organisational structure in the Republic of South Sudan's Ministry of Petroleum.

### **5.5.3 Implications to the Policies**

At the policy level, the goal of South Sudan's Vision 2040 is to promote development by establishing a conducive atmosphere through the political, social, and economic pillars. In this sense, the goal of Vision 2040 is to construct blocks that correspond with government planning and development priorities. This will need integrating democratic norms and procedures into everyday life, which encourage individuals to actively participate in choosing their own fate. Some of the features of democracy mentioned by the vision include decentralisation of institutions, regular, free, and fair multiparty elections, and also an increase in the democratic environment where everyone can express their civic rights. The goal is to establish a Southern Sudan that is ethically and morally upright, educated, and has outstanding leadership that serves as an example for the younger generation. Therefore, the nation of South Sudan's government should concentrate on developing a range of policies that would support the implementation of vision 2040 using efficient leadership and organisational structures. To attain successful leadership in public affairs, these policies should be concentrated on fortifying institutional structures, the political administrative interface, bureaucratic structures, and inter-organizational connections.

### **5.6 Recommendation for Further Research**

The findings from the study may not necessarily reflect other government ministries due to different dynamics found in such ministries, thus there is a need for similar study to be

replicated in other ministries in the Republic of South Sudan. The findings from such a study will be a census of all the possible leadership performance challenges that the Republic of South Sudan may need to solve to make its public service improve in the leadership performance for better service delivery to citizens of the Republic of South Sudan. Secondly, there is need for similar but a comparative study to analyse organisational structure and leadership performance public service and private firms South Sudan so that the both the public and private sector can learn from the findings on how to structure the organisations for better leadership performance. The findings from the second study will be the basis of enhancing Public-Private-Partnership as far as leadership performance is concerned.



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## APPENDICES

### Appendix I: Sample Self-introduction Letter for Data Collections

Dear Sir/Madam,

I am a PhD student at the Kisii University, Kenya and currently carrying out research to **examine influence of organisational structure on leadership performance in the Ministry of Petroleum of the Republic of South Sudan.**

As you have been identified as one of the respondents of this research, it would be appreciated if you could please respond to the subsequent items by providing honest information. Please be assured that any information you give was treated with utmost confidentiality and anonymity and will only be used for the academic purposes of this research. You are free to exit the study at any time. In the interest of anonymity, you have absolute freedom to freely choose to write your details or leave it anonymous.

Thank you for your cooperation.

Faithfully Yours,

Deng G. Pal

## **Appendix II: Questionnaire**

This questionnaire is for the employees working in the country of South Sudan's Ministry of Petroleum.

**Questionnaire ID:** \_\_\_\_\_

**Department:** \_\_\_\_\_

### **Section A: Demographic Information**

1. What is your age bracket?
  - a. Less than 30
  - b. 30-39
  - c. 40-49
  - d. 50 – 59
  - e. 60 – 69
  - f. 69 and above
2. Gender
  - a. Male
  - b. Female
3. Level of education
  - a. Primary school
  - b. Secondary school education
  - c. Some college/University education
  - d. Master degree
  - e. PhD level
4. For how long have you worked for the Ministry of Petroleum?
  - a. 5 years

- b. 5-15 years
- c. 16-25 years
- d. Above 25 years

**Section B: Institutional Structures Influencing Leadership Performance in the Ministry of Petroleum**

5. To what extent do you agree with the following statements regarding Institutional Structures that influencing leadership performance by the Ministry of Petroleum of South Sudan? Use a scale of 1 to 5 where 5 is to strongly agree, 4-agee, 3-undecided, 2-disagree and 1 is to strongly disagree



	<b>Institutional Structures Influencing Leadership Performance</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	There is a clear-cut institutional control influencing leadership performance at the Ministry of Petroleum					
2	Existing institutional rules and regulations influences leadership performance at the Ministry of Petroleum					
3	Existing institutional norms and values influences leadership performance at the Ministry of Petroleum					
4	Existing institutional cultures influences leadership performance at the Ministry of Petroleum					
5	Existing institutional checks and balances influences leadership performance at the Ministry of Petroleum					
6	Existing reporting systems influences leadership performance at the Ministry of Petroleum					
7	Existing open mode of operations influences leadership performance at the Ministry of Petroleum					
8	Existing institutional accountability systems influences leadership performance at the Ministry of Petroleum					
9	Existing institutional feedback systems influences leadership performance at the Ministry of Petroleum					
10	Existing institutional objective-driven control influences leadership performance at the Ministry of Petroleum					
11	Existing simple-and-easy to follow institutional control influences leadership performance at the Ministry of Petroleum.					

12	Existing strategic institutional control influences leadership performance at the Ministry of Petroleum					
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Any other, please write down

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**Section C: Political Administrative Interface (interaction between politicians and top civil servants) Influencing Leadership Performance in the Ministry of Petroleum**

6. How much do you support the following claims about how the political-administrative interface affects leadership performance in South Sudan's Ministry of Petroleum? On a rating system of 1 to 5, 5 representing strong agreement, 4 agree, 3 indecisive, 2 disagree, and 1 representing strong disagreement

	<b>Political Administrative Interface Influencing Leadership Performance in the Ministry of Petroleum</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	In the Ministry of Petroleum, administrative leadership performance is influenced by political leadership responsibility.					
2	The Ministry of Petroleum's leadership performance is influenced by democratic decision-making.					
3	Transparency in political leadership affects the Ministry of Petroleum's leadership performance.					
4	The Ministry of Petroleum's leadership performance is influenced by the performance evaluation methods currently in place.					
5	The Ministry of Petroleum's leadership performance is influenced by meritocratic appointments.					
6	The Ministry of Petroleum's leadership performance is impacted by open administrative policy.					
7	Leadership success in the Department of Petroleum is influenced by team-driven administrative policy.					
8	The Ministry of Petroleum's leadership performance is influenced by effective communication.					
9	Leading performance at the Department of Petroleum is influenced by promotions granted on the basis of merit.					
10	In the Ministry of Petroleum, leadership effectiveness is impacted by issues-based collective bargaining.					
11	The Ministry of Petroleum's leadership performance is impacted by effective training and development.					

12	Leadership achievement in the Department of Petroleum is influenced by a supportive work environment.						
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Any other, please write down

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**Section D: Bureaucratic Structures Influencing Leadership Performance in the Ministry of Petroleum**

7. To what extent do you agree with the following statements regarding Bureaucratic Structures Influencing Leadership Performance in the Ministry of Petroleum of South Sudan? Use a scale of 1 to 5 where 5 is to strongly agree, 4-agee, 3-undecided, 2-disagree and 1 is to strongly disagree

	<b>Political Bureaucratic Structures Influencing Leadership Performance in the Ministry of Petroleum</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	The Ministry of Petroleum's leadership performance is influenced by the division of labour that currently exists.					
2	Leadership effectiveness in the Ministry of Petroleum is influenced by the executive exercise of authority.					
3	Transparency in political leadership affects the Ministry of Petroleum's leadership performance.					
4	The Ministry of Petroleum's leadership effectiveness is impacted by the hiring of bureaucrats on the basis of merit.					
5	The Ministry of Petroleum's leadership performance is impacted by the current reward structures.					
6	Leadership effectiveness at the Department of Petroleum is influenced by the discipline of current personnel.					
7	Leadership effectiveness in the Department of Petroleum is influenced by the presence of unity of purpose.					
8	The Ministry of Petroleum's leadership performance is influenced by the current strategic direction.					
9	Leading performance in the Department of Petroleum is influenced by the current organised scope of activity.					
10	Leadership effectiveness in the Department of Petroleum is influenced by the equitable treatment of employees.					
11	The Ministry of Petroleum's leadership performance is influenced by job security.					

12	Leader effectiveness in the Department of Petroleum is influenced by current staff members' freedom to innovate.					
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Any other, please write down

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**Section E: Inter-Organisation Relations Influencing Leadership Performance in the Ministry of Petroleum**

8. To what extent do you agree with the following statements regarding Inter-Organisation Influencing Leadership Performance in the Ministry of Petroleum of South Sudan? Use a scale of 1 to 5 where 5 is to strongly agree, 4-agee, 3-undecided, 2-disagree and 1 is to strongly disagree

	<b>Inter-Organisation Influencing Leadership Performance in the Ministry of Petroleum</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Public-Private Partnership programmes currently in place that affect the Ministry of Petroleum's leadership performance.					
2	Connect with executives from different organisations that impact the Ministry of Petroleum's leadership performance.					
3	Collaborations now in place with other organisations impacting the Ministry of Petroleum's leadership performance					
4	Partnerships currently in place that affect the Ministry of Petroleum's leadership performance					
5	Leadership success in the Department of Petroleum is influenced by relationships between industry and academia.					
6	The dynamic corporate relations division impacting the Ministry of Petroleum's leadership performance					
7	Current industry-media relations impacting the Ministry of Petroleum's leadership performance					
8	Current relationships between the industry and the environment that affect the Ministry of Petroleum's leadership performance					
9	The Ministry of Petroleum's leadership performance is influenced by its representation in regional bodies.					
10	Relationships between leadership performance at the Department of Petroleum and participation in oil distribution organisations					
11	The influence of the Department of Petroleum's connections with industry think tanks on its leadership abilities					

12	Relationships between corporate social responsibility and leadership effectiveness in the Ministry of Petroleum					
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Any other, please write down

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**Section F: Intervention strategies influencing and leadership performance in the Ministry of Petroleum**

6. How much do you support the following claims about how intervention tactics affect the Ministry of Petroleum's leadership performance? On a rating system of 1 to 5, 5 representing strong agreement, 1-strongly disagree, 4-agee, 3-undecided, and 2-disagree



	<b>Intervention strategies influencing leadership performance in the Ministry of Petroleum</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	The Ministry of Petroleum should establish effective governance systems to enhance one's capacity for leadership.					
2	The Department of Energy should establish effective organisational political culture to enhance one's capacity for leadership.					
3	The Department of Energy should establish effective a culture of belonging to enhance one's capacity for leadership.					
4	The Department of Energy should establish values driven working culture to enhance one's capacity for leadership.					
5	The Department of Energy should establish recognition driven working culture to enhance one's capacity for leadership.					
6	The Department of Energy should establish open communication working culture to enhance one's capacity for leadership.					
8	The Department of Energy should develop efficient working systems to enhance one's capacity for leadership.					
9	The Department of Energy should establish an effective leadership development system to enhance one's capacity for leadership.					
10	The Department of Energy should develop data-driven decision-making culture to enhance one's capacity for leadership.					

Any other, please write down

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### **Section G: Leadership Performance in the Ministry of Petroleum**

6. To what extent do you agree with the following statements regarding leadership performance of the Ministry of Petroleum since independence? Use a scale of 1 to 5 where 5 is to strongly agree, 4-agee, 3-undecided, 2-disagree and 1 is to strongly disagree

	<b>Leadership performance of Ministry of Petroleum</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
2	Public Service Delivery leadership in the Ministry of Petroleum is positively rated by the citizens.					
3	Accountability and Transparency of leaders of the Ministry of Petroleum are highly rated.					
4	Infrastructural Development in the Ministry of Petroleum is highly rated.					
5	Collective Decisions and actions carried out by the leadership in the Ministry of petroleum are highly rated					
6	Leadership at the Ministry of petroleum has reduced the level of corruption.					
7	Economic performance of the Ministry of Petroleum continuously improves due to effective leadership					
8	Leadership at the Ministry of Petroleum has seriously taken Corporate Social Responsibility (CSR) to improve the livelihood of the citizens of South Sudan					
12	South Sudan is able to export various oil products and services due to effective leadership at the Ministry of Petroleum					
13	The Ministry of petroleum has a clear-cut policy on leadership succession					
14	The leadership succession plan of the Ministry of Petroleum is highly rated					

Any other, please write down

.....

### **Appendix III: Interview Schedule**

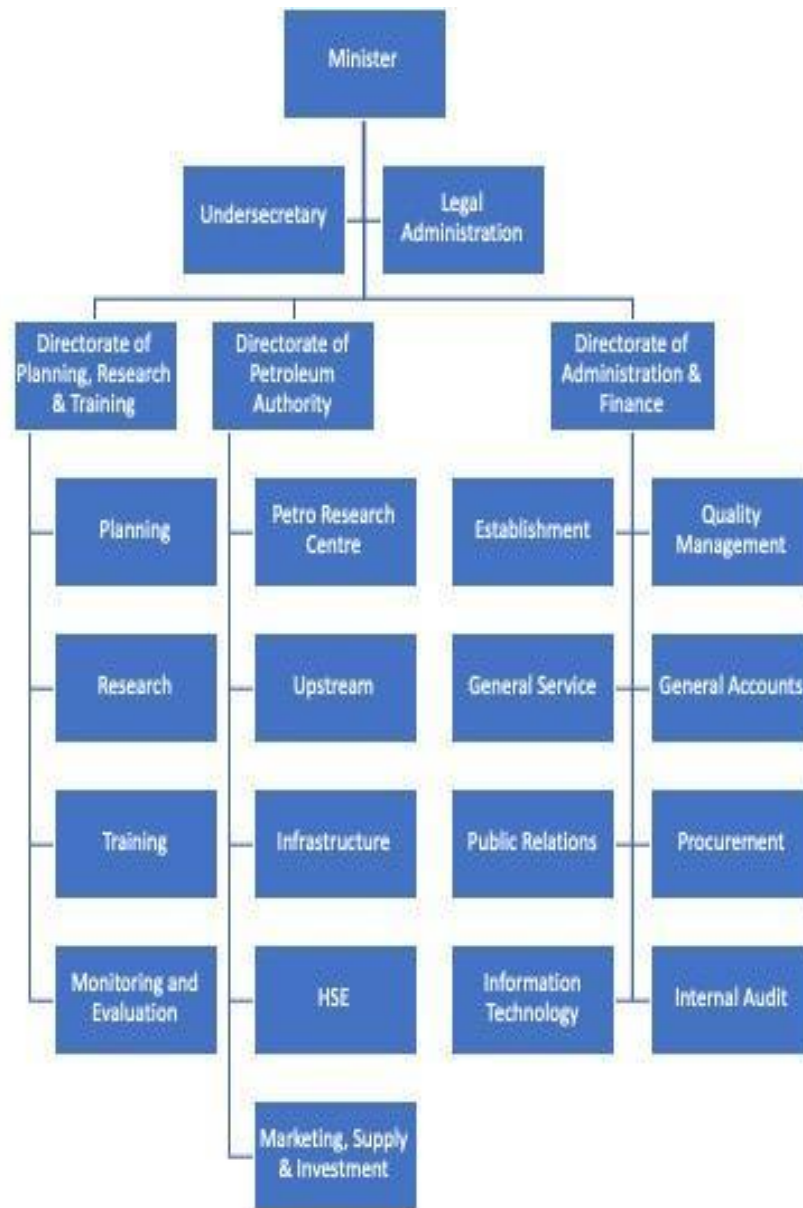
1. Do you think there is clear and useful information flow in the Ministry of Petroleum for effective decision making
2. How does the leaders in the Ministry of Petroleum have connections with other departments are very helpful for positive services delivery
3. How does Public-Private-Partnership in the Ministry of Petroleum initiatives influencing leadership performance?
4. How does Public Service Delivery is influenced by leadership in the Ministry of Petroleum is positively rated by the citizens?
5. How do Accountability and Transparency is influence leadership performance of the Ministry of Petroleum?
6. How has leadership at the Ministry of petroleum participated in the reduction of the level of corruption?
7. How has leadership at the Ministry of Petroleum handled Corporate Social Responsibility (CSR) to improve the livelihood of the citizens of South Sudan?

## Appendix IV: Map of South Sudan



Source; <https://www.un.org/Depts/Cartographic/map/profile/southsudan.pdf>  
accessed 12th July 2021

**Appendix V: Organogram of the Ministry of Petroleum**



Source: website of the Ministry of Petroleum, South Sudan (<https://www.mop.gov.ss/>)

**Appendix VI: Introductory Letter for Research Permit**

**THE REPUBLIC OF SOUTH SUDAN**  
Ministry of Higher Education, Science & Technology  
*Directorate of Training & External Relations*



TO: HON, UNDER SECRETARY,  
MINISTRY OF PETROLEUM  
RSS /JUBA.

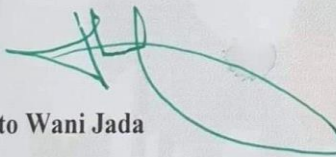
Date: 04/08/2022

**Subject: Recommendation Letter for Data Collection**

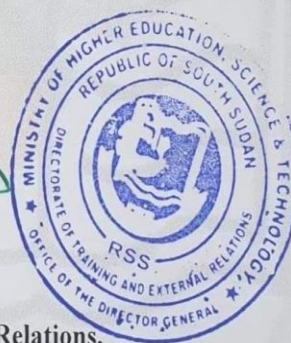
This is to certify that **Mr. Pal Deng Gach** is a South Sudanese by Nationality and a Researcher pursuing his degree of doctorate of Philosophy in organizational structure and leadership performance at Kisii University-Kenya.

Therefore, the Ministry of Higher Education, Science and Technology will highly appreciate any assistance rendered to him to accomplish his research mission.

Accept our highest regard appreciations.

  
Dr. Justo Wani Jada

Director general,  
Directorate of Training and External Relations,  
Ministry of Higher Education, Science and Technology  
Republic of South Sudan/Juba.







## Appendix IX: Yamene Sampling Formula

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

Where n = Minimum Sample Size; N = population size: - e = precision set at 95 %  
(5%=0.05)

1,973 (Study population) x0.5 =

$$n = \frac{1,973}{1+(1,973(0.0025))} \quad n = 332.5748 \approx 333 \text{ Employees}$$

## Appendix X: Plagiarism Report

### ORGANISATIONAL STRUCTURE AND LEADERSHIP PERFORMANCE: EXPLORING THE IMPACT OF ORGANISATIONAL STRUCTURE ON LEADERSHIP PERFORMANCE IN THE MINISTRY OF PETROLEUM OF THE REPUBLIC OF SOUTH SUDAN

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