THE ROLE OF COMPETENCY ON SERVICE DELIVERY

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DEFINITION OF KEY TERMS

Competence includes various technical and non-technical factors, personality and behaviour, soft skills and hard skills. Competence is widely used as the aspects to recruiting employees for many organizations. According to Spencer in Sutoto (2004), he defined competence as the underlying characteristics of an individual that is causally related to criterion referenced effective and or superior performance in a job situation.

Service Delivery on the other hand can be determined by comparing the perceptions of consumers for the services that they obviously received the services that they expected to get through the attributes of an enterprise service. If the received service or perceived service is what they have expected, then the perceived service delivery is good and satisfactory. Moreover, if the received service is exceeding the consumers' expectation, then the perceived service is excellent. While conversely, if the received service is lower than expected, then the perceived service is classified as a poor quality of service. Kotler (2002) explained that the definition of service is any action or activity that can be offered by one party to another, which is essentially intangible and does not result in any ownership; its production may be linked or not linked to a physical product.

Abstract: - *The study aimed at establish relationship between competence and service delivery; and to study or determine factors structure between competence and service delivery.*
The study findings show that the majority of the employees in Jubek state agreed that their performance is influenced by motivation. The more motivated employees to work, the better the quality service delivery, Thus, the motivation needs to be maintained and enhanced, for example, through awards, appreciation of the work done, training capacity building, good working environment as well as promotions and growth in the company.
The study also confirms and supports several previous studies that employee competence has a significant and positive effect on service delivery. The better the competency of the employees, the better the quality of the services provided. According to the staff in Jubek state, employee competence with the indicators of understanding the regulations, technical procedure, duties, and responsibilities will significantly affect the reliability of the employees to provide technical service, to answer customer inquiries and to response complaints. A good competence employee will provide a good service. A qualified service can be delivered to the maximum if the employee has a good competence in their field.

Keywords: - *competence, service delivery*

CHAPTER ONE
INTRODUCTION
This chapter focuses on the introduction, background to the study, statement of the problem, significance of the study, specific objectives, research questions, and scope of the study, geographical scope, time scope and significance of the study and conceptual framework.

Background
Staffs   motivation is the most important thing for any public or private sector organizations. This is supported by the statement that motivation plays an important role in the success of any organization either in the public or private sector (Chintalloo and Mahadeo, 2013). According to Chaudhary and Sharma (2012), basically, motivation comes from the word «motive». «Motive» means the needs, wants, and desires of the people. So, employee motivation means the process by which the organization inspires employee in the form of rewards, bonuses, and others to achieve organizational goals. The theory of motivation developed by Abraham H. Maslow in Hariandja (2007) was essentially revolves around the notion that humans have five levels or hierarchy of needs, namely: (1) physiological needs, (2) safety needs, (3) social needs, (4) esteem needs, and (5) self-actualization.
Competence includes various technical and non-technical factors, personality and behaviour, soft skills and hard skills. Competence is widely used as the aspects to recruiting employees for many organizations. According to Spencer in Sutoto (2004), he defined competence as the underlying characteristics of an individual that is causally related to criterion referenced effective and or superior performance in a job situation.

Service quality on the other hand can be determined by comparing the perceptions of consumers for the services that they obviously received the services that they expected to get through the attributes of an enterprise service. If the received service or perceived service is what they have expected, then the perceived service delivery is good and satisfactory. Moreover, if the received service is exceeding the consumers' expectation, then the perceived service is excellent. While conversely, if the received service is lower than expected, then the perceived service is classified as a poor quality of service. Kotler (2002) explained that the definition of service is any action or activity that can be offered by one party to another, which is essentially intangible and does not result in any ownership; its production may be linked or not linked to a physical product.

1.2 Statement of the Problem
The South Sudan urban sector has grown from a few centres who primarily were involved in competition among themselves in term of urbanization. On a daily basis, these centres are involved in various activities that require appropriate manpower and a highly effective team to function effectively. As such, Juba county ' goals are set and translated into viable realities only when employees play their due roles in achieving desired results (Ovadje and Ankomah, 2001).
In today's chaotic business environment, success depends on employees utilizing their talents. Despite the countless of available theories and practices, there has always been a misconception around motivation because individuals are motivated by different things or needs and in different ways (Ghebregiorgis and Karsten, 2007).

Over time, it has been established that the main problem towards an effective motivation system is the ability for managers to examine and analyze the employee's needs. Furthermore, there exist some contradiction between employee's identification of his/her need and the company's identification of the employee's needs. This is due to the fact that employees are different and are motivated by different factors. Also, not all employees' needs would correspond to the organization's needs; hence some needs may relate entirely to the individual's private life and be neutral to company's goals (Meads and Andrews, 2009).

Therefore, managerial strategies and tactics must be broad based in order to address the motivation concerning individual employees (Guest, 1997).
Work, being formal or informal, paid or unpaid, plays a central role in the lives of people all across the world. Through work, men and women define themselves and their roles in society.
Yet while many jobs provide both income and personal satisfaction, they may also pose hazards and risks to health and safety.

1.3 Purpose of the study or Broad objective
This study aims to examine the influence of Staffs   motivation and competence on the performance and also to assess the effect of employee motivation and competence towards its performance through service quality variables.

1.4 Specific objective of the Study
The primary aim of this research is to examine the relationship between employee motivation and service delivery.
To establish relationship between competence and service delivery
To study or determine factors structure between employee motivation, competence and service delivery

1.5 Research Questions
The main research question is "Relationship between Employee Motivation competence, and
Service delivery: A case study of Juba county and related research questions are as under:

• What are the factors that can motivate employees to improve their performance?
• What are the impacts of employee competence on service delivery?
• How employee performance is affected by the quality of service they provide?

Scope of Study:
1.6.1 Subject Scope
The research work is to covering services sector; only the selected commercial organization in the Country. The findings of the research can be generalized to the other commercial organizations of South Sudan as well in the same and in other areas of the country. The study will also provide a mentor and road map for the further advancement in this area for exploration of other determinants of employee motivation, competence and their impact on service delivery. Or the research was done covering five months from May to Oct, 2019. The time was so limited but the researcher exerted his effort to at least collect information within the time frame.

1.6.2 Geographical Scope
The empirical component of the study was limited   only within Juba the capital city of South Sudan.

1.7 Significance of the Study and conceptual framework
There are four important ways in which this study will be of importance and add to collective research literature.
First of all, it will provide much insight into the work lives of workers with regard to employees' level of motivation and performance because a good motivational procedure is essential to achieve organizations' goal. Effective motivational programs of employees can achieve efficiency to develop a good organizational culture.

Secondly, it may assist workers in retaining, satisfying, and attracting qualified employees since motivation has variety of effects which may be seen in the context of an individual's physical and mental health, productivity, absenteeism and turnover.
Employee delight has to be managed in more than one way. This helps in retaining and nurturing the true believers who can deliver value to the organization.

Thirdly, it will also reveal interesting insight into the importance of employee motivation and impact on work performance for the other companies and they may use this as a guide when motivating their employees.

Fourthly, it will generate data that may be used to develop a model to prompt further research regarding strategic guidance for companies that are both providing and using reward and recognition programs.
The gap to be filled in the study is to find out what really motivates employees in Jubek state. The answer to this question might be of relevance to HR professionals and managers who are responsible for preparing reward and motivation schemes for their companies and know what interest them.

A study by Wittmer (1991) indicated that there are significant differences between the public and private sector irrespective of managers' values and reward preferences. Private sector workers are more likely to be motivated by monetary rewards than public sector managers, whereas other organizational motivation factors (promotion, prestige, co-worker friendship, and opportunities for public service) are not significantly different between sectors (Wittmer, 1991).It is apparent that an organization cannot survive without human resources and thus hence the role of employees cannot be overemphasized. According to Mead and Andrew (2003), motivation can be seen as the foundation of management. It is the foremost task of every manager to create the zeal to work among employees and consequently motivate them. Hence motivation is an effective instrument in inspiring the work force to achieve organizational goals. However, it is pertinent to understand that although employee may be greatly capable of performing some work, nothing can be achieved if they are not willing to work. In simple terms, motivation is the creation of a will to work. It is effective and successful not only in having an order or instruction accepted but also in gaining a determination to ensure that it is accomplished efficiently and effectively (Freemantle, 2001).

There are several benefits of having a highly motivated workforce including greater employee satisfaction, reduced rate of labor's turnover, grievance and absenteeism, and less friction among workers (Gary, 2004). It is therefore important that an organization continues to motivate its employees for continuous improved performance. This is particularly so since the extent of employees motivation is reflected in their job performances. For the objectives of an organization to be attained, and to motivate employees effectively, there is the need to understand the different types of motivation theories, strategies and concepts. It is against this backdrop that this study seeks to evaluate motivation of employees in an organization. It will also enlighten employees and management on different effective ways to motivate employees; how this can be beneficial to the overall performance of the organization and how the organization can achieve the efficiency to develop a substantial organizational culture and human resource policies.

CHAPTER TWO
LITERATURE REVIEW
2.0 Introduction
This chapter is going to cover literature related to employee motivation, competence and service delivery that are associated with the performance of an organization while quoted from various corners of the world in the following orders Global and African region levels.

Human resource is the sole strategic asset of every organization. In the age of globalization, if organizations are to sustain and grow their way out of the current economic depression, they have to utilize their human resources effectively. And these resources will retain and give their best when they are motivated by several organizational and other factors.

• **Relationship Between Competence and Service Delivery**
Employee motivation is the most important thing for any public or private sector organizations. This is supported by the statement that motivation plays an important role in the success of any organization either in the public or private sector (Chintalloo and Mahadeo, 2013).

Based on the theory and the hypothesis proposed in this study are: employee motivation is affected service quality positively; employee competence gives positive effect on service quality; employee motivation delivers a positive influence on employee performance; employee competence positively affected employee performance; service quality has a positive impact on employee performance.

Employee motivation is the level of energy, commitment, and creativity that a company's workers bring to their jobs. Whether the economy is growing or shrinking, finding ways to motivate employees is always a management concern. Competing theories stress either incentives or employee involvement (empowerment). Employee motivation can sometimes be particularly problematic for small businesses. The owner has often spent years building a company hands-on and therefore finds it difficult to delegate meaningful responsibilities to others. But entrepreneurs should be mindful of such pitfalls: the effects of low employee motivation on small businesses can be harmful. Such problems include complacency, disinterest, even widespread discouragement. Such attitudes can cumulate into crises.

But the small business can also provide an ideal atmosphere for employee motivation: employees see the results of their contributions directly; feedback is swift and visible. A smoothly working and motivated work force also frees the owner from day-to-day chores for thinking of long-term development. Furthermore, tangible and emotional reward can mean retention of desirable employees. People thrive in creative work environments and want to make a difference. Ideally the work result itself will give them a feeling of accomplishment—but well-structured reward and recognition programs can underline this consequence.

WHAT MOTIVATES?
One approach to employee motivation has been to view "add-ins" to an individual's job as the primary factors in improving performance. Endless mixes of employee benefits—such as health care, life insurance, profit sharing, employee stock ownership plans, exercise facilities, subsidized meal plans, child care availability, company cars, and more—have been used by companies in their efforts to maintain happy employees in the belief that happy employees are motivated employees.

Many modern theorists, however, propose that the motivation an employee feels toward his or her job has less to do with material rewards than with the design of the job itself. Studies as far back as 1950 have shown that highly segmented and simplified jobs resulted in lower employee morale and output. Other consequences of low employee motivation include absenteeism and high turnover, both of which are very costly for any company. As a result, "job enlargement" initiatives began to crop up in major companies in the 1950s.

While terminology changes, the tenets of employee motivation remain relatively unchanged from findings over half a century ago. Today's buzzwords include "empowerment," "quality circles," and "teamwork." Empowerment gives autonomy and allows an employee to have ownership of ideas and accomplishments, whether acting alone or in teams. Quality circles and the increasing occurrence of teams in today's work environments give employees opportunities to reinforce the importance of the work accomplished by members as well as receive feedback on the efficacy of that work.

In small businesses, which may lack the resources to enact formal employee motivation programs, managers can nonetheless accomplish the same basic principles. In order to help employees feel that their jobs are meaningful and that their contributions are valuable to the company, the small business owner needs to communicate the company's purpose to employees. This communication should take the form of words as well as actions. In addition, the small business owner should set high standards for employees, but also remain supportive of their efforts when goals cannot be reached. It may also be helpful to allow employees as much autonomy and flexibility as possible in how their jobs are performed. Creativity will be encouraged if honest mistakes are corrected but not punished. Finally, the small business owner should take steps to incorporate the vision of employees for the company with his or her own vision. This will motivate employees to contribute to the small business's goals, as well as help prevent stagnation in its direction and purpose.

MOTIVATION METHODS

There are as many different methods of motivating employees today as there are companies operating in the global business environment. Still, some strategies are prevalent across all organizations striving to improve employee motivation. The best employee motivation efforts will focus on what the employees deem to be important. It may be that employees within the same department of the same organization will have different motivators. Many organizations today find that flexibility in job design and reward systems has resulted in employees' increased longevity with the company, improved productivity, and better morale.

Empowerment

Giving employees more responsibility and decision-making authority increases their realm of control over the tasks for which they are held responsible and better equips them to carry out those tasks. As a result, feelings of frustration arising from being held accountable for something one does not have the resources to carry out are diminished. Energy is diverted from self-preservation to improved task accomplishment.

Creativity and Innovation

At many companies, employees with creative ideas do not express them to management for fear that their input will be ignored or ridiculed. Company approval and toeing the company line have become so ingrained in some working environments that both the employee and the organization suffer. When the power to create in the organization is pushed down from the top to line personnel, employees who know a job, product, or service best are given the opportunity to use their ideas to improve it. The power to create motivates employees and benefits the organization in having a more flexible work force, using more wisely the experience of its employees, and increasing the exchange of ideas and information among employees and departments. These improvements also create an openness to change that can give a company the ability to respond quickly to market changes and sustain a first mover advantage in the marketplace.

Learning

If employees are given the tools and the opportunities to accomplish more, most will take on the challenge. Companies can motivate employees to achieve more by committing to perpetual enhancement of employee skills. Accreditation and licensing programs for employees are an increasingly popular and effective way to bring about growth in employee knowledge and motivation. Often, these programs improve employees' attitudes toward the client and the company, while bolstering self-confidence. Supporting this assertion, an analysis of factors which influence motivation-to-learn found that it is directly related to the extent to which training participants believe that such participation will affect their job or career utility. In other words, if the body of knowledge gained can be applied to the work to be accomplished, then the acquisition of that knowledge will be a worthwhile event for the employee and employer.

Quality of Life

The number of hours worked each week by American workers is on the rise, and many families have two adults working those increased hours. Under these circumstances, many workers are left wondering how to meet the demands of their lives beyond the workplace. Often, this concern occurs while at work and may reduce an employee's productivity and morale. Companies that have instituted flexible employee arrangements have gained motivated employees whose productivity has increased. Programs incorporating flex-time, condensed workweeks, or job sharing, for example, have been successful in focusing overwhelmed employees toward the work to be done and away from the demands of their private lives.

Monetary Incentive

For all the championing of alternative motivators, money still occupies a major place in the mix of motivators. The sharing of a company's profits gives incentive to employees to produce a quality product, perform a quality service, or improve the quality of a process within the company. What benefits the company directly benefits the employee. Monetary and other rewards are being given to employees for generating cost-savings or process-improving ideas, to boost productivity and reduce absenteeism. Money is effective when it is directly tied to an employee's ideas or accomplishments. Nevertheless, if not coupled with other, non-monetary motivators, its motivating effects are short-lived. Further, monetary incentives can prove counterproductive if not made available to all members of the organization.

Other Incentives

Study after study has found that the most effective motivators of workers are non-monetary. Monetary systems are insufficient motivators, in part because expectations often exceed results and because disparity between salaried individuals may divide rather than unite employees. Proven non-monetary positive motivators foster team spirit and include recognition, responsibility, and advancement. Managers who recognize the "small wins" of employees, promote participatory environments, and treat employees with fairness and respect will find their employees to be more highly motivated. One company's managers brainstormed to come up with 30 powerful rewards that cost little or nothing to implement. The most effective rewards, such as letters of commendation and time off from work, enhanced personal fulfillment and self-respect. Over the longer term, sincere praise and personal gestures are far more effective and more economical than awards of money alone. In the end, a program that combines monetary reward systems and satisfies intrinsic, self-actualizing needs may be the most potent employee motivator.

To tackle these different models as comprehensively as possible, this chapter is divided into five main sections: Section 2.1 employee motivation. Section 2.2 discusses the employee competence. Section 2.3 discusses service delivery. Section 2.4 Employee Motivation and competence in the Workplace 2.5 motivational theories

• **Employee Motivation**
Motivation is the most important thing for any public or private sector organizations. This is supported by the statement that motivation plays an important role in the success of any organization either in the public or private sector (Chintalloo and Mahadeo, 2013). According to Chaudhary and Sharma (2012), basically, motivation comes from the word «motive». «Motive» means the needs, wants, and desires of the people. So, employee motivation means the process by which the organization inspires employee in the form of rewards, bonuses, and others to achieve organizational goals. The theory of motivation developed by Abraham H. Maslow in Hariandja (2007) was essentially revolves around the notion that humans have five levels or hierarchy of needs, namely: physiological needs, safety needs, social needs, esteem needs, and self-actualization.
Employee motivation is methods for motivating employees, is an intrinsic and internal drive to put forth the necessary effort and action towards work-related activities. It has been broadly defined as the "psychological forces that determine the direction of a person's behavior in an organisation, a person's level of effort and a person's level of persistence". Also, "Motivation can be thought of as the willingness to expend energy to achieve a goal or a reward. Motivation at work has been defined as 'the sum of the processes that influence the arousal, direction, and maintenance of behaviors relevant to work settings'." Motivated employees are essential to the success of an organization as motivated employees are generally more productive at the work place.

Motivational techniques
Motivation is the impulse that an individual has in a job or activity to reaching an end goal. There are multiple theories of how best to motivate workers, but all agree that a well-motivated work force means a more productive work force.

Taylorism
Fredrick Winslow Taylor was one of the first theorist to attempt to understand employee motivation. His theory of scientific management, also referred to as Taylorism, analyzes the productivity of the workforce. Taylor's basic theory of motivation, is that workers are motivated by money. He viewed employees not as individuals, but as pieces of a larger workforce; in doing so his theory stresses that giving employee's individual tasks, supplying them with the best tools and paying them based on their productivity was the best way to motivate them. Taylor's theory developed in the late 1890s and can still be seen today in industrial engineering and manufacturing industries.

Hawthorne effect
In the mid 1920s another theorist, Elton Mayo, began studying the workforce. His study of the Hawthorne Works, lead him to his discovery of the Hawthorne effect. The Hawthorne effect is the idea that people change their behavior as a reaction to being observed. Mayo found that employee's productivity increased when they knew they were being watched. He also found that employees were more motivated when they were allowed to give input on their working conditions and that input was valued. Mayo's research and motivational theories were the start of the Human Relations school of management.
 As such following are the factors that motivate employees at work places
• **Recognition/Appreciation of work well done**
This can be achieved by giving employees public recognition, feedback, promotion, and reward. Employees could view the need for appreciation for a job well done more important than the need for financial incentives (Thorpe and Homan, 2000).

2.2.2 Interesting work
Employees could be motivated through interesting work. Work can be interesting when jobs are well structured and specific   goals   are   properly   stipulated   (Sorita   et   al,   2005).

2.2.3 Training and Development
According to Marchington and Wilkinson (2005), extensive training, learning, and development are the most crucial elements of high commitment HRM, particularly because it is the way that organizations can make sure that they outstanding employees stay at the forefront of their fields.

Possessing a low self-worth can lead people to have poor moods, fall short of their potential or struggle to manage relationships with colleagues. However, overly high levels of self-worth can lead to an inability to learn from experiences, including, importantly, from failures. In a business sense, managing the spectrum of employee self-worth is a skill in itself. Effective line managers and team leaders use the resources of their organization to strike a balance of productive levels of employee self-confidence.

Costs, Benefits and Ethics Surrounding Employee Development

Before employers can make decisions regarding leading, training, personnel and employee investment, they must believe that improving employee self-worth is valuable. This belief can come from a range of sources. Before assessing training costs, managers must ask themselves, "Will training and development lead to success, and will it improve individual performance?"

From an ethical perspective, the answer to these questions is, on the whole, going to be "yes." However, the time and cost of developing training, motivating employees through facilitation and focusing on personal development can create a setback.

Self-Worth

Employees may develop a low self-worth through reinforced feelings of inadequacy and negative talk or actions. A vicious cycle may occur that can spiral out of control if left unchecked by themselves or others.

HR and line managers have the responsibility to ensure that their workforce does not suffer from low self-worth, especially given that their feelings can impact their actions at work. A business filled with people eager to learn and develop is a sure sign that a company hired well or has the ability to motivate and develop employees.

Achieving this environment is not as easy as it sounds, but this investment in employees can harness the full value of the workforce, promoting loyalty and retention.

Understanding What Motivates Employees

Understanding and motivating employees is the key to increasing self-worth in the workplace. Training can help employees understand how their work fits into their company's structure, mission and goals. Employees often become more motivated when they understand how their work matters. However, training on core skills may not be the same as motivational training.

Employees often know as well as or better than managers when their work processes or productivity could be better. In many cases, they are missing the tools or education to achieve their potential. Training, particularly for departments and teams, can improve work quality and outcomes. As a result, employees feel happier in their work, become more excited about the prospect of success and develop a higher self-worth.

People Are Assets to Be Developed

Training and development opportunities should be seen as an investment in vital human resources. When companies offer training to their employees, they must remember the importance of illustrating the value their people have. Clearly demonstrating succession planning, a commitment to training and development, and a long-term commitment to employee career progression is vital.

Developing employees' self-worth can promote attachment, loyalty and enthusiasm. It should also make the majority of employees keen to structure their learning and development so that it meets organizational needs. As a result, the organization will develop an ideal atmosphere for learning and growing.

Want to keep your staff motivated about learning new concepts? The quality and variety of the employee training you provide are key for motivation. Reasons to offer employee training are many, from new-hire operational training to introducing a new concept to a workgroup to installing a new computer system.

Whatever your reason for conducting an employee training session, it's critical to develop the employee training within the framework of a comprehensive, ongoing and consistent program. This quality employee training program is essential to keep your staff motivated about learning new concepts and ultimately keep your department profitable.

Essential Components of Employee Training Programs

A complete employee training program includes a formal new hire training program with an overview of the job expectations and performance skills needed to perform job functions. A new hire training program provides a fundamental understanding of the position and how the position fits within the organizational structure.

The more background knowledge the new associate has the ways in which one workgroup interrelates with ancillary departments, the more the new associate will understand his or her impact on the organization.

Another aspect of a comprehensive employee training program is continuing education. The most effective employee training programs assign the responsibility of continuing education to one person in the department. This is an important function in order to keep all staff members current about policies, procedures, and the technology.

New Hire Training

A solid new hire training program begins with the creation of an employee training manual. This manual acts as a building block of practical and technical skills needed to prepare the new individual for his or her position.

In order for the department to understand current policies and procedures, a manager must ensure the department manuals or online employee training are kept current. This includes any system enhancements or changes in policy or procedure.

In addition, focus on the user when designing training manuals or online training. Use language that isn't corporate, include images and multimedia and keep it interesting for the reader. When possible, incorporate visual images of the computer screen with screen captures to illustrate functions, examples, and how-tos.

On the Job Training

Another form of new hire training includes training a new associate directly next to an existing associate. Some call this On the Job Training (OJT) or side-by-side training. This strategy allows the new associate to see first hand the different facets of the position. Also, OJT allows the new hire the opportunity to develop a working relationship with an existing associate.

Here are additional resources for new employee training and orientation.

Continuing Education in Employee Training

A continuing education program for a department is just as important as the new hire training. When training a new associate, understand that they will only retain approximately 40 percent of the information learned during the initial training session.

Therefore, reminding the staff about various procedures and concepts needs to be ongoing, with either a formal or informal approach.

The formal or traditional approach to employee training often includes a member of management sending a memo to each associate. The informal and often more appealing approach to a visual learner is to send a one-page information sheet.

This information sheet, called a training alert, should be informative and presented in a non-threatening manner. If a policy or procedure changes, the informal approach would better prepare the department to receive this update.

Prior to putting together a continuing education employee training program, the management team must decide upon their desired outcome. One important question to consider: "Do you want the program to enhance the skills of your associate or do you want to help your associate with personal development?"

While there is some commonality between these answers, the main difference is the opportunity for the management team to mold future management team members. If the desired outcome is simply to enhance skills with no personal development, the department will have a staff that simply knows how to do their job a little better.

While that is a positive outcome, you want your company to think "outside the box," and design a program that allows and even encourages critical thinking and problem-solving.

Thus, when designing a continuing education program, the desired outcome should blend both technical and personal enhancement. This type of training program allows the staff the opportunity to develop solid management skills coupled with a better understanding of their position and function and understand how they fit into the organization.

Blending Technical Training with Personal Development

If you discover during the assessment process, for example, that writing skills in the department are low, you'll need to enhance those skills by developing a corresponding training session. This writing session could include topics on the basics of writing such as spelling, punctuation, sentence structure and correct word use. Building on those basics, you could give your participants an applicable exercise, such as writing a letter to a customer apologizing for a late shipment. Provide the participant's background information about the customer. Tell them the customer has purchased for ten years and has always made payments promptly. Give them ten or fifteen minutes to compose a rough draft and then present their letter to the group.

Once someone has read a letter, ask participants to offer feedback for improvements; as the trainer, point out the positive aspects of the letter.

Another mechanism that will help with ongoing continuing education is enabling staff members to develop an affiliation with an association or industry group. This kind of education is tangible and has been proven to have a positive track record with the local offices and their industry trade groups. Staff members are given the opportunity to come together periodically and discuss the issues they are experiencing in their business.

This is a positive experience for everyone involved: The information gained can prove useful to others who may have the potential to partake in a similar situation, while people who have experienced a similar situation have the chance to talk about their solutions that worked effectively.

Effective Training Breeds Success

The best type of employee training program for a workgroup is one tailored to their needs. So how do you know what their needs are? One way is to work with the staff members who are responsible for the area. If possible, do a random sampling of the staff performance development plans and look for consistencies in any needed areas of development. Another approach is to conduct a training needs assessment and ask the staff members themselves what skills they would like to develop.

No matter how you determine what types of employee training sessions are needed, remember that when developing the course, stick to the original concept. If more than one concept is considered during the planning process, break the concepts out into two workshops.

Keep in mind that a productive employee training session can and should be accomplished in less than two hours. Anything longer than two hours and you will lose your audience. Finally, during the actual training session, have at least one or two activities to keep the participants' minds active and to prevent nodding off or daydreaming.

Do You Really Need an Employee Training Session?
While an employee training session may be effective, it may not always be the best approach to fulfilling training needs. If the concept you are introducing is defined as elementary or common knowledge, create an employee training alert instead.
An employee training alert is an excellent method to communicate and reinforce concepts that would be considered common knowledge or new job information. Put employee training alerts online, distribute via email, or, in some cases, when employees do not have computer access, write employee training alerts in a bullet format on a hard copy.
Use colored paper and add some flare and/or graphics to the piece of document. I have found that when staff members receive a piece of fluorescent green paper in their mailbox rather than a white one, they are more likely to pick it up and read it.

Keeping the Learning Going
If the capabilities are available and the department wants to have some fun while learning, develop a game. This can be anything from Family Feud to Jeopardy and more. Have the staff answer questions created by the department management relating to work situations and/or people. It is amazing what people will remember from a fun situation versus a forced learning experience.

Keep employee training classes informative and light. While communicating the ideas is important, the number one goal should be to keep the staff interested, involved and entertained during the workshop. This can be difficult if you do not employ an animated trainer.
Introduce the department to the concept of blended learning. Allow the staff to achieve their learning levels from different resources. While the employee training alerts and employee training sessions come directly from management, challenge the staff to look online for other ideas that might work in their department.
First and foremost, remember is that learning can and should be fun. Your staff members want to absorb knowledge, and they'll most likely want to learn concepts when they are presented in a fresh, lively and exciting manner. Putting a twist on your current employee training methods can help people become excited about learning.

How Does Training Motivate Employees?
A work force filled with people eager to learn and develop is a sure sign a company hired well. Employees who are engaged in their jobs and careers want to know more about their company and industry and to learn skills that will improve their performance. Employers who want to harness the full value of their employees and foster loyalty and retention will find training is a winning prospect for all involved.

Understanding
Each employee contributes to an organization's overall function. Only, not everyone sees how that occurs. Employees with specific and limited scope jobs can easily come to feel they are just a cog in the wheel whose work may not be that important. Training can help employees understand how their work fits into their company's structure, mission, goals and achievements. As a result, employees can become more motivated and excited about their work as they understand how what they do matters to the success of the organization.

Improvement
Employees often know as well or better than managers when their work, processes or productivity could be better. In many cases, employees are missing the tools, education or organization to achieve their potential. Training--particularly for departments, workgroups and teams--can help get things on track to improve work quality and outcomes. As a result, people feel happier in their work and more excited about the prospects of success.

2.2.4 Promotions and growth in the company
Training and development in an organization helps to foster growth in a company, which is beneficial to employees, and the company at large. Both the employees and the company benefit, not just in the present, but also in the future (Sorita et al, 2005).

2.2.4 Good working conditions
Employees could be motivated by good working conditions such as flexible working hours, and so forth flexible and reasonable (Sorita et al, 2005).
•   **Competence**
Good employee competence is needed in order to establish a good service. The higher the competence of the employee, the higher the performance of the organization and vice versa. Employee competence is very important due to organizational performance improvement. In a private sector, qualified employees will improve the quality of the customer service, so that, an organization seems to always continue improving the quality of its customer service and provides a decent life for its customers (Abomaleh and Zahari, 2014). According to Spencer in Sutoto (2004), he defined competence as the underlying characteristic of an individual that is causally related to criterion referenced effective and or superior performance in a job situation. The concept of competence as the combination of skills, knowledge, behavior, experience

and feeling of being in on things that Jubek state employees uses in carrying out their work and they are cited to achieving result.

2.3.1 Skills
Provision of skills to Viva-cell employees result good services to the customers increasing the skills level, employees can be able to cope with wide range of better performance on the tasks. Organization employees have better skills and better knowledge condition can easily avoid mistreatment and render quality services to the people of South Sudan.

2.3.2 Knowledge
The information, understanding and skills Viva-cell employees obtain through education and experiences can use it in their work and they can move those ideas vertically, internally, externally and globally implies that learning capacity has become an intangible asset.

2.3.3 Behavior
Jubek state managers with their employees has cultured themselves from the knowledge that they have gain from the company the law has given Jubek state a mandate or responsibility to render affordable, reliable, achievable and quality services to the people of South Sudan.

2.3.4 Experience
Experience is the knowledge or mastery of an event or subject gained through involvement in or exposure to it. Terms in philosophy such as "empirical knowledge" or "*a posteriori* knowledge" are used to refer to knowledge based on experience. A person with considerable experience in a specific field can gain a reputation as an expert. The concept of experience generally refers to know-how or procedural knowledge, rather than propositional knowledge: on-the-job training rather than book-learning.

2.3.5 Understanding
Understanding about duties and responsibilities as specified in their job description.

• Service Delivery
Service quality can be determined by comparing the perceptions of consumers for the services that they obviously received the services that they expected to get through the attributes of an enterprise service. If the received service or perceived service is what they have expected, then the perceived service delivery is good and satisfactory. Moreover, if the received service is exceeding the consumers' expectation, then the perceived service is excellent. While conversely, if the received service is lower than expected, then the perceived service is classified as a poor quality of service. Kotler (2002) explained that the definition of service is any action or activity that can be offered by one party to another, which is essentially intangible and does not result in any ownership; its production may be linked or not linked to a physical product. A service is the producer behavior carried out to meet consumer needs and desires in order to achieve customer satisfaction. Kotler also said that behavior could be occurred during, before or after the transaction. And these actions or activities are as explained below:

2.4.1 Meeting expectations
The single most important driver of satisfaction with customers/people services is that services meet expectations. People are more likely to say that a service meets their expectations when employees listen to them, understand their circumstances and treat them as an individual, know about the services their organization offers and can help; communicate in a clear and simple way; treat them with respect; are customer focused - friendly, polite and approachable and follow through or do what they say they will do.

2.4.2 Competent employees
There is considerable overlap between meeting customer expectations and what it means to have competent employees. Competent employees knows about the services their organization offers and can help the customer, or direct them to someone who can help; listen to and understand their customer's circumstances; are customer focused - friendly, polite and approachable and they can communicate in a clear and simple manner.

2.4.3 Keeping promises
A 'promise' is any undertaking or commitment made by a staff member or organization. Keeping promises involves, employees who does what they say they will do; service standards (particularly for response times) so that employees knows what is expected of them and the public are aware of the standards they can expect to receive.

2.4.4 Treating people fairly
It is generally assume that employees treat people fairly which showed that what matters most is the service experience rather than the outcome. Being treated fairly is the single most important driver for customers. Treating people fairly involves employees who treat all customers with respect, are non-judgmental and have a reasonable degree of flexibility; treating people in the same circumstances the same; explaining the reasons for decisions in a reasonable manner.

2.4.5 Individual circumstances

When employees took the time to listen and ask questions in order to fully understand an individual's situation, people felt their circumstances were being taken into account. People feel that their circumstances are taken into account when, employees are able to exercise some flexibility, particularly in relation to scheduling appointments; senior and more experienced employees with the authority to exercise discretion are available when individual circumstances need to be taken into consideration; employees are professional at all times, for example showing customers respect by being on time and keeping appointments.

• Factors Affecting Employee Motivation in the Workplace

Why do we need motivated employees? The answer is survival (Smith, 1994). Motivated employees are needed in our rapidly changing workplaces. Motivated employees are needed for the survival of the organizations and it helps to increase productivity. Employee performance is directly related to motivational factors. To be effective, managers need to understand what motivates employees within the context of the roles they perform of all the functions a manager performs, motivating employees is arguably the most complex. This is due, in part, to the fact that what motivates employees changes constantly (Bowen & Radhakrishna, 1991). Organizations can motivate the workforce most through introducing appropriate reward and recognition programs and other benefits. Bishop (1987) suggested that, pay is directly related with productivity and reward system depends upon the size of an organization. Effective reward and recognition system can be a good motivator but inappropriate reward and recognition program increase de-motivation of the employees. Research undertaken by Kovach (1987) suggested that, as employees' income increases, money becomes less of a motivator. Also, as employees get older, interesting work becomes more of a motivator.

According to some previous researches, it is seen that factors that affect the employees of different organizations in a negative way are- insufficient wage and job security, limited training programs, lack of new opportunities etc. Moreover, with the pace of time several other factors have been revealed those are negatively affect employee motivation and performance. That is why there are different researches made by researchers to determine the factors that motivate the employees in a positive way and as a result of these researches too many factors have been found (Mak & Sockel, 2001; Velo& Mitta, 2006).

A study of industrial employees, conducted by Kovach (1987), yielded the following ranked order of motivational factors: (a) interesting work, (b) full appreciation of work done, and (c) feeling of being in on things. Another study of employees, conducted by Harpaz (1990), yielded the following ranked order of motivational factors: (a) interesting work, (b) good wages, and (c) job security. Research conducted by Lindner (1998) by using a descriptive survey of twenty five (25) employees in research center, rank-ordered the motivational factors affecting employee performance as: (a) interesting work, (b) good wages, (c) full appreciation of work done, (d) job security, (e) good working conditions, (f) promotions and growth in the organization, (g) feeling of being in on things, (h) personal loyalty to employees, (i) tactful discipline, and (j) sympathetic help with personal problems. When comes to 2000s years, factors that motivate employees are seen to be changed as there are technological developments, rapid increase of competitive factors among businesses and changes in employee needs as well as noticeable increase of female counterparts into the workforce are seen to be effective. For example, in the research of Ölçer (2005) to determine what are the ranked factors that affect working staff motivations are job security, good relations with superiors, wage and appreciation based on fair performance, trustful and cooperative relations with workmates, appropriate working environment, ensuring opportunities for social development, doing group work, giving important and appropriate works in accordance with employees skills and work rotation. Ölçer stressed that there is a meaningful relation in a positive way between motivation level and performance level.A study on fast food industry conducted by Hossain and Hossain (2011) found several different factors according to the order of importance- Good wages, overall job security, training and development, benefits, evaluating performance fairly, accepts mistakes positively, availability of logistics supports, opportunities for career growth and development, flexible working hour, recognition, challenging work, reasonableness in work. These factors could have great impact on employee motivation. The factor that affects the workplace environment or increase the motivational levels of employees are further discussed below;

Relationship between co-workers

Workplace is all about people working together to achieve a uniform goal, so it's important that all the co-workers respect each other and never show disrespect towards each other. If employees have good understanding of the work other perform and how their duties are adding value to the organization then it is easier to create a workplace where respect and responsibility prevails. Good relationship between employees also decreases the stress level and employees feel more relaxed at workplace.

Leadership role at workplace.

Leader plays a key role in maintaining a conducive work environment. The leader should understand how to deal different employees. It is imperative on the leaders that he should respect the employees and this would make others take a leaf out of his book and this would help in prevailing a culture of mutual respect and honor.

Managing Conflict at Workplace

Whenever people from different background or group of people work together then there are chances that a conflict will arise. So it's important to manage the conflict in a way that it will not affect the environment of the workplace.

Management shall make such policies and guidelines that help in resolving conflicts at its earliest and in the most soothing way.

Workplace incentives

Incentive where are on achieving financial results for the company are important, on the other hand they could very well be on how well on maintains him/herself at workplace and add to the serenity of the organization. Someone who promotes the notion of one organization adds calmness and shows respect, performance characteristics that are not material.

Workplace Culture

The Organizational Culture dictates the norms and behaviors that people depict while at work. Work culture engulfs everything at work from way people enter the office to the way they leave, the way they dress to the way they eat, it's how one does things at work, they could be official or non-official, but it impact deeply on the organization, and motivation people show. A culture of knowledge sharing, helping each other, communication, respect, one that has the flexibility to absorb mistakes will have more motivated staff than one where mistakes are not tolerated, one where layers of structure exist that hinder communication and knowledge sharing.

Workplace Education or Learning

Learning at business is beneficial to both the person and the organization, on one hand where its adding to the strength of individual, similarly the business is benefiting from the skills, attitudes and behavior the working is acquiring. It just that to motivate the employee businesses should provide enough opportunities where staff can learn more and more about skills that adds value to the firm and facilitate the transfer of learning through provision of adequate resources and through channelizing the implementation of the skills learnt.

Organization can very well create a culture where employees share their skills, ideas and views, because if organization create a climate where people share their ideas and want to transfer their skills to other employees, this would create motivated staff as they could see it as an opportunity to grow and a great way to learn from experience.

Appreciation & Recognition

William James said, "The deepest desire in human nature is to be appreciated." It does not matter how much you pay someone, everyone want to know that their efforts are being seen and appreciated, especially by their manager. Don't just send them a thank you e-mail - that just means you care enough to hit the "Enter" key. If you really want to thank someone buy them a real "Thank You" card and describe how their behavior and performance has added value to the team and organization. Make it a point to catch people doing things right and they will inevitably do things right more often.

Feeling Involved In the Work Process

Research shows that when people get to participate in creating a system or process, they are much more likely to follow it than one simply imposed upon them by an outside expert. Recognize that the people doing the job have the knowledge of how things can be done better, faster, and cheaper. If you want them to tell you, then make it easy for them to offer suggestions and reward employees who contribute ideas that add value to the bottom line.

Achievement

Napoleon once remarked, "It is amazing how willing men are to risk their lives for a little bit of tin and ribbon to wear upon their chest." Awards and prizes can serve as a great motivator to harness the power of healthy competition. It is always better to use rewards that are meaningful and inspiring. When an employee exceeds your expectations, then make sure you recognize their achievement. On the day someone retires, they will pack up these awards and prizes to serve as fond reminders of a wonderful career.

Job Security

If everybody had what it takes to be an entrepreneur, then there would be no General Electric or Toyota and we would all be buying products from artisans and craftworkers. Thankfully, many people prefer to be part of a large organization and can be more productive when they get to focus on doing their job instead of worrying about developing a business plan or marketing strategy. Telling people that they are lucky to have a job creates an atmosphere of fear and worry that decreases job performance. Instead, tell your employees that the company is lucky to have such a skilled and committed workforce and people will take pride in their work and their company.

Increased Responsibility

We all know that some employees lack ambition and have no desire to advance on the job, but the vast majority of workers want a chance to take on more responsibility and add more value to the organization. Always be aware of opportunities for training that will equip your employees with the skills and tools they will need to advance in their career. Always try to fill open positions with internal applicants before looking for an outside candidate. This will create a culture of career development and preserve institutional memory and organizational knowledge so that it can be transferred to rising employees as they advance in their own career.

Good Working Conditions

If you want to get the most out of people you need to create an environment that facilitates success. At the minimum, you must offer a safe, clean, and sanitary work site. To get the most out of employees, help them take pride in their workspace, even if it is only a cubicle or workstation. Allow people to personalize their own work sites with photos or small trinkets so they will feel like they have a place that belongs solely to them.

Being Part of a Team

Being part of a dysfunctional team is an emotionally draining experience that results in low morale, low productivity, and high turnover. The great coach, Vince Lombardi, once remarked, "Individual commitment to a group effort -- that is what makes a team work, a company work, a society work, a civilization work." We are all social beings and we all want to be part of a healthy team where we can give and receive support, help, and encouragement. Organizations can harness this natural human desire by aligning employee efforts to achieve goals that are mutually beneficial to both the organization and its employees.

Help with Personal Problems

How many times have you heard about a bad boss who told their employees to leave their problems at the door so they could focus on their job? Unfortunately, they probably left their motivation and productivity at the door as well. Smart managers know that it is not their job to be a counselor or therapist, but it is there job to recognize when one of their employees is having personal problems that are affecting their job performance. They need to have open lines of honest communication so that employees can feel encouraged to ask for help and then be directed to their Human Resources Department or their Employee Assistance Programs.

• **Theories of Motivation**

Understanding what motivated employees and how they were motivated was the focus of many researchers. Five major approaches that have led to our understanding of motivation are Maslow's need-hierarchy theory, Herzberg's two- factor theory, Vroom's expectancy theory, Adams' equity theory, and Skinner's reinforcement theory. According to Maslow, employees have five levels of needs (Maslow, 1943): physiological, safety, social, ego, and self- actualizing. Maslow argued that lower level needs had to be satisfied before the next higher level need would motivate employees. Herzberg's work categorized motivation into two factors: motivators and hygienes (Herzberg, Mausner, &Snyderman, 1959). Motivator or intrinsic factors, such as achievement and recognition, produce job satisfaction. Hygiene or extrinsic factors, such as pay and job security, produce job dissatisfaction. Vroom's theory is based on the belief that employee effort will lead to performance and performance will lead to rewards (Vroom, 1964). Rewards may be either positive or negative. The more positive the reward the more likely the employee will be highly motivated. Conversely, the more negative the reward the less likely the employee will be motivated. Adams' theory states that employees strive for equity between themselves and other workers. Equity is achieved when the ratio of employee outcomes over inputs is equal to other employee outcomes over inputs (Adams, 1965). Skinner's theory simply states those employees' behaviors that lead to positive outcomes will be repeated and behaviors that lead to negative outcomes will not be repeated (Skinner, 1953). Managers should positively reinforce employee behaviors that lead to positive outcomes. Managers should negatively reinforce employee behavior that leads to negative outcomes.

CHAPTER THREE
METHODOLOGY
3.0 Methodology

This chapter will comprise of study design, population, sample size, data collection method, Data Source, Primary Data, Secondary Data, data collection Instruments, Measurement of Variables, Validity and Reliability of Research Instrument, data process and analysis, and limitations and problems encountered.

• **Research Design**

According to Creswell (2009), a research methodology provides the procedural rules for the assessment of research claims and the validation of the knowledge gathered, while research design serves as the research blueprint. Whiteley (2002) further defined a research methodology as an established framework for the collection and assessment of existent knowledge for the purpose of finding, and validating new knowledge. The resources that the research utilizes must fulfill explicit purposes and withstand critical scrutiny. A constructive research methodology is very pertinent as it identifies the necessary tools and strategies that will be adopted. In the context of research methodology, each research creates a set of distinctive questions and objectives. Hence, in a bid to articulate a means by which the research objectives can be satisfied, the research design serves as a paradigm to employ the necessary tools and strategies for a thorough analysis of collected data (Creswell, 2009).

• **Study Population**

The research is to be conducted in Jubek state main office in Juba to determine the factors that affect employee motivation among its staff and has permanent employees based in their working places and branches, who form the study's sample population.

• **Sample Size and Sampling Design**

This refers to the way of selecting a sample. There are two broad methods of selecting a Sample, namely non probability and probability. Non probability sampling is based on a researcher's knowledge and opinion. In this type of sampling the sample characteristics cannot be generalized to the population. In probability sampling, each unit has an equal 25 Chance of being selected and the sample characteristics can be generalized to the population, although with a margin of error (Kothari, 2004). Stratified random sampling is also to be used based on employee status in the company, that is, management versus non-management staff.

Saunders et al (2007) state that the general guiding principle to sample size selection is to Have a minimum numbers; hence the respondents consisted of managers and non-management workers from the company for selection of sample size.

• **Data Source**

The study dwells on primary source of data because it provides empirical information for the study. Structured questionnaires and face to face interviews are to be conducted to gather information from participants. The questions which are contained in the questionnaire are closed and open-ended. The open-ended questions gave respondents the chance of providing additional information. The questionnaire was divided into four sections. Section **A** sought information about the biographical data of respondents such as age, gender, marital status, qualification, tenure and the department in which they work.

3.4.1 Primary Data

Primary data is to be collected using structured questionnaires. The questionnaire which has subsections contained both close-ended and open-ended questions. The first section of the questionnaire contained questions on the bio-data of the respondents and the second section contained questions relevant to the objective of the study, i.e. the factors that motivate employee, competence and service delivery. The self-administered questionnaires will be handed delivered by the researcher to the respondents and picked later after completion.

3.4.2 Secondary Data

The secondary data is to be collected from management sections that contained questions relevant to the objective of the study, i.e. the factors that motivate employee, competence and service delivery.

3.5 Data Collection Instruments

Data Collection is the process of gathering the information with an instrument in the course of the study (Basavanthappa, 2007). Several tools can be used to collect the data and in this case a questionnaire is used to collect data during the study. A questionnaire is a paper and pen instrument that a research subject is asked to complete (Basavanthappa, 2007). It is designed to gather data from individuals about knowledge, attitudes beliefs and feeling and it is comprises of a series of questions prepared by the researcher that are annexed and filled in by the respondents. In this study, data collected is will collected using a structured questionnaire with open and closed-end questions, comprising of 40 questions written in English.

3.6 Measurement of Variable

As per this research to be conducted on employee motivation, competence and service delivery various factors which donate the employee motivation are to be taken into consideration. These factors are to be represented in tables along with their sources.

3.7 Validity and Reliability of research Instrument

Data collected is used to inform the research findings. If the data is not verifiable, the implication is that the findings are potentially suspected to be incorrect. Hence, it is important that the researcher validates his or her findings (Whiteley, 2002).

3.7.1 Validity

According to Saunders et al. (2000), a research study is valid only if the findings are verifiable and accomplishes that which it sets out to study. A research design is often divided into three broad categories, they include: field, experimental, and observational research. They vary on two important characteristics: internal and external validity. There are three methods for establishing validity. As Saunders et al. (2000) explains, construct validity entails the establishment of accurate operational measurements for the research's core concept. This is done by establishing a chain of evidence throughout the data collection process; by verifying key information through the use of multiple sources of information; and by presented informants with a draft of the study for review. Besides establishing construct validity, social science researches need also establish external validity by testing the applicability of the findings to external case studies (Yin, 1989). While conceding to the importance of external validation methods, they are beyond the scope of the current research. Consequently, the research shall seek the verification of its findings through construct validation.

3.7.2 Reliability

According to Whiteley (2002), a research study is reliable if the research adopts a given procedure and arrives at a conclusion that will be applicable in any given situation. The primary objective should be that if a later investigation followed exactly the same procedures as described by an earlier investigator and conducted the same study all over again; this later investigator should be able to arrive at a similar or comparable finding. However, due to the varying nature of human beings, a hundred percent reliability cannot be considered for this study, as individual perceptions are central in this study. Hence, future investigations may not produce exactly the same results as reported in this research.

3.8 Data Process and Analysis

Data is to be analyzed and presented using descriptive statistics such as frequencies, percentages and standard deviations. The results will be presented in tables and charts. These will assist the researcher in explaining the conclusions of the quantitative data in line with the objective of the study to the readers.

• Limitation and problems encountered

The major limitation of the methodology employed in this study, is in the scope of questionnaires administration, which is limited to employees in Jubek state in Juba South Sudan. However, this limitation is unavoidable because of the limited amount of time and finance needed to conduct more detailed study.

CHAPTER FOUR
FINDINGS, ANALYSIS AND INTERPRETATION
4.0 Introduction

This chapter is concerned with the analysis of data collected from the respondents. The aim of this chapter is to present and analyze data gathered from the primary research in order to extract meaningful insights and produce valid and reliable findings that will help answer the aim and objectives of the research.

4.1 Bio data

Findings on the bio information of respondents were considered and can be evidenced below:

Table 4-1 Age

Age group	Frequency	Percentage (%)
20- 30 yrs.	22	55%
31- 40 yrs.	14	35%
41- 50 yrs.	4	10%
Total	40	100%

Source: primary data

Table 4-1 above shows the age of respondents; It can be seen that 55% are from age of 2 to 30 years, 35% of the respondents are from age of 31 to 40 yrs., while 10% are from age of 41 to 50 years. Furthermore, the Figure above illustrates that majority of the respondents are from age of 20 to 30 years, while minority are from 31 to 40 yrs.

Table 4-2 Gender

Gender	Frequency	Percentage (%)
Male	33	82%
Female	7	18%
Total	40	100%

Source: primary data

Table 4-2 above shows the gender of respondents. It can be seen that 82% of the respondents are male while 18% of the respondents are females, Furthermore, the Figure above illustrates that majority of the respondents are males, while minority are females.

Table 4-3 Marital Status

Marital Status	Frequency	Percentage (%)
Never Married	23	51%
Married	17	38%
Divorced	2	4%
Widowed	3	7%
Total	40	100%

Source: primary data

Table 4-3 above shows that 51% of the respondents have never been married; 38% are married; 7% are widowed, while 4% of the respondents are divorced. Furthermore, the Figure above illustrates that majority of the respondents have never been married, while minority are divorced.

Table 4-4 Religious

Religious	Frequency	Percentage (%)
Christian	34	85%
Muslim	5	13%
Hindus	0	0%
Pagan	0	0%
Others	1	3%
Total	40	100%

Source: primary data

Table 4-4 above shows that 85% of the respondents are Christian; 13% are Muslim; none is Hindus; none is Pagan, while 3% of the respondents are others. Furthermore, the Figure above illustrates that majority of the respondents are Christian, while minority are others.

Table 4-5 Present Department

Departments	Frequency	Percentage (%)
Customer Service	10	25%
Marketing	12	30%
Human Resources	5	12%
Logistics	6	15%
Information Technology	7	18%
Total	40	100%

Source: primary data

Table 4-5 above shows the respective departments of respondents. It can be seen that 30% of the respondents work in marketing department; 25% of the respondents work in customer service; 18% work in Information Technology, 15% work in the logistics department, while 12%% work in Human Resources. Furthermore, the Figure above illustrates that majority of the respondents' works in marketing department, while minority works in human resources department.

Table 4.6 years working in the company

Years	Frequency	Percentage (%)
1 to 5	12	30%
6 to 10	28	70%
16 to 20	0	0%
21 to 25	0	0%
25 and above	0	0%
Total	40	100%

Source: primary data

Table 4-6 above shows the number of years the respondents have been working in the organization. It can be seen that 70% of the respondents have worked in the organization from six to ten years; 30% have worked from one to five years; while none have worked from sixteen to twenty years, twenty one to twenty five years, or from twenty five above. Furthermore, the Figure above illustrates that majority of the respondents worked from six to ten, while minority worked from one to five years.

Table 4-7 Level of education

Educational levels	Frequency	Percentage (%)
Certificate	2	5%
Diploma	4	10%
Bachelor degree	25	62%
Post graduate Diploma	6	15%
Master	2	5%
Doctorate	1	3%
Total	40	100%

Source: primary data

Table 4-7 above shows the educational levels of the respondents. It can be seen that 62% possess Bachelor degree; 15% possess Post graduate Diploma, 10% possess Diploma, 5% have certificate, 5% possess masters while 3% have possess doctorate degree. Furthermore, the Figure above illustrates that majority of the respondents possess Bachelor degree, while minority possess Master degree.

Table 4.8 Current position in the Company

Current position	Frequency	Percentage (%)
Junior	26	65%
Senior	11	28%
Executive	3	8%
Total	40	100%

Source: primary data

Table 4-8 above shows the current position of the respondents. It is evident that 65% of the total respondents' current position is at the junior level; 28% are at the senior level while 8% are the executive level. Furthermore, the Figure above illustrates that majority of the respondents are at the junior level, while minority are at the senior level.

Table 4.9 appreciation of employees for work done

Responses	Frequency	Percentage (%)
Strongly agree	20	50%
Agree	15	37%
Neutral	4	10%
Strongly disagree	1	3%
Disagree	0	0%
Total	40	100%

Source: primary data

Table 4-9 above shows 50% of the respondents strongly agree that they are always appreciated for the work done,37% simply agree, 10% are neutral, 3%, strongly disagreed, while none of the respondents took disagreed stand. Furthermore, the figure above illustrates that majority of the respondents strongly agree, while minority strongly disagreed.

4.2 Relationship between study variables
Spearman correlation coefficient was used to determine the degree of the relationship between the study variables as showed in the table 4.2.1 below.
Staff Motivation (1)
Service Delivery (2
Employee Competence (3)

	1	2	3	4
Staffs Motivation(1)	1.000			
Service Delivery (2)	.648**	1.000		
Employee Competence (3)	.526**	.899**	1.000	

** Correlation is significant at the .01 level (2-tailed)
Source: primary data

4.2.1 The relationship between Staffs motivation, competence and service delivery
The results in table 4.2.1above indicates a positive relationship between Employee competence and Service delivery (r=0.921, p- value ≤ 0.01) which implies that good employee competence can occur when proper service delivery used in the Juba County .
4.3 Regression analysis
Regression analysis was used to examine the Staff motivation, employee competence and service delivery of the Juba County .

Table 4.10: below shows the regression model for employee motivation, employee competence and service delivery in the Jubek state

Model	Un-standardized coefficient		Standardized coefficient		
	βeta	Standard Error	βeta	T	Sig
Constant	14.159	14.608		.987	.388
Staffs motivation	.702	.170	.394	-3.138	.035
Employee competence	.389	.170	.265	1.972	.248

R- Square=0.463, Adjusted R-Square= 0.235, F=24.792, Sig= 0.003

Source: Primary data

The results in table 4.3.1 above show a positive relationship between Staffs motivation, employee competence and service delivery in the Jubek state (F=34.792, Sig=0.0003)

Employee motivation (βeta=1.009) explained more to service delivery followed by employee competence (βeta= 0.265). However, all the factors showed a positive relationship in influencing the level of service delivery. The tests used in the illustration above are reliable for giving satisfactory results that can be used for final conclusions and recommendations.

4.4 The factor loadings of staffs   motivation, employee competence and service delivery.

4.4.1 Factor analysis of employee motivation

Table 4.11: showing factor analysis of employee motivation

Variables	Recognition	Interesting in work	Training and Development
Juba county appreciates employees for the work done.	.771		
In Juba county jobs are well structured and properly stipulated	.654		
Juba county employees have an understanding about duties and responsibilities as specified in their job description.	.862		
In Juba county jobs are well structured and specific goals are properly stipulated		.818	
Juba county provides annual promotion to its employees		.709	
Juba county provides good working condition to its employees such as flexible working hours, and so forth flexible and reasonable		.685	
Training and development in Juba county helps to foster growth, which is beneficial to employees, and the company at large			.967
Introduce the redesigned process into the management as company's organizational structure			.714
Organize a team of employees for each process and assign a role for process coordinator in company's training policies			.851
Eigen Value	4.291	1.145	.322
Variance%	62.409	22.017	16.189
Cumulative	62.209	84.226	100

Source: Primary data

The results in the table 4.4.1 above shows the factor analysis results of the Staffs motivation; three factor were extracted, component one (Recognition) explained 62% followed by interesting in work with 22% then training and development with 16 % of the variance of the employee motivation.

The factor analysis results of employee motivation, under recognition attribute were explained that; the Juba county appreciates employees for the work done. was 77%, that in the Juba county jobs are well structured and properly stipulated was 65% and that the Juba county employees have an understanding about duties and responsibilities as specified in their job description was 86%, under interesting in work attribute, they were explained that , in the Juba county jobs are well structured and specific goals are properly stipulated was 81%, the Juba county provides annual promotion to its employees was 70% and that the Juba county provides good working condition to its employees such as flexible working hours, and so forth flexible and reasonable was 68% with training and development attribute, the results were explained that, training and development in Juba county helps to foster growth, which is beneficial to employees, and the company at large was 96%; introduce the redesigned process into the management organizational structure was 71% and that organize a team of employees for each process and assign a role for process coordinator in company's training policies was 85%.

4.4.2 Factor analysis of employee competence
Table 4.12: showing factor analysis of employee competence

Variables	Skills	Knowledge	Experience
All employees have job responsibilities, including specific duties, reporting relationships clearly established in the viva cell company	.741		
Is professional and practical knowledge gained and applied by the employees in the company	.910		
Employee job descriptions, including specific duties, reporting responsibilities, and constraints are clearly established and effectively communicated to employees	.893		
The information, understanding and skills Viva-cell employees obtain through education and experiences can use it in their work and they can move those ideas to render better services to the people		.889	
The competence employees have knowledge of procedures and technical services		.841	
An understanding about duties and responsibilities		.875	
An employee with considerable experience in a specific field can gain a reputation as an expert			.798
Financial performance of the Juba county are affected by changes in government rules and regulation			.812
The Juba county frequently reviews its financial control to reflect changes.			.736
Eigen value	4.082	0.654	0.261
Variance %	77.032	14.104	9.021
Cumulative	77.032	91.136	100

Source: Primary data

The results in table 4.4.2 above shows the factor analysis of employee competence; three factor were explained, component one (Skills) explained 77% followed by knowledge with 14% and then experience with 9% of the variance of employee competence.

The factor analysis results of employee competence under skills attribute were explained that, all the employees have job responsibilities, including specific duties, reporting relationships clearly established in the viva cell company was 74% that, the professional and practical knowledge gained and applied by the employees in the company was 91% and that the employee job descriptions, including specific duties, reporting responsibilities, and constraints are clearly established and effectively communicated to employees was 89% and; under knowledge attribute, they were explained that, the information, understanding and skills Viva-cell employees obtain through education and experiences can use it in their work and they can move those ideas to render better services to the people was 88%, that the competence employees have knowledge of procedures and technical services was 84 % and that the understanding about duties and responsibilities was 87%.

With experience attribute, the results were explained that; the employee with considerable experience in a specific field can gain a reputation as an expert was 79%, that financial performance of the Juba county are affected by changes in government rules and regulation was 81% and that the Juba county frequently reviews its financial control to reflect changes was 73%.

4.4.3 Factor analysis of service delivery
Table 4.13: showing factor analysis of service delivery

Variables	Treating employee fairly	Competence employees	Keeping promises
Treating people fairly involves employees who treat all customers with respect, are non-judgmental and have a reasonable degree of flexibility	.758		
Treating people in the same circumstances the same; explaining the reasons for decisions in a reasonable manner.	.709		
All employees have job responsibilities, including specific duties, reporting relationships clearly established in organization performance	.950		
Juba county employees listen to and understand their customer's circumstances		.651	
Competent employees knows about the services their organization offers and can help the customer, or direct them to someone who can help		.832	
Are customer focused - friendly, polite and approachable and they can communicate in a clear and simple manner		.641	
Keeping promises involves, employees who does what they say they will do; service standards (particularly for response times) so that employees knows what is expected of them and the public are aware of the standards they can expect to receive.			.860
People are more likely to say that a service meets their expectations when employees listen to them, understand their circumstances and treat them as an individual			.796
Viva-cell managers with their employees has cultured themselves from the knowledge that they have gain from the company			.749
Eigen value	2.467	0.857	0.649
Variance%	82.152	10.206	8.103
Cumulative	82.152	92.358	100

Source: Primary data

The results in table 4.4.3 above shows the factor analysis results of service delivery, three factors were explained, component one (Treating employee fairly) 82% followed by the competence employees with 10% and then the keeping the promise with 8 % of the variance of the service delivery.

The factor analysis of service delivery under treating people fairly attribute were explained that, treating people fairly involves employees who treat all customers with respect, are non-judgmental and have a reasonable degree of flexibility was 75 %, treating people in the same circumstances the same; explaining the reasons for decisions in a reasonable manner was 70% and that, all the employees have job responsibilities, including specific duties, reporting relationships clearly established in the Juba county was 95%.

Under competence employees attribute explained that; the Juba county employees listen to and understand their customer's circumstances was 65%, that, the Competent employees knows about the services their company offers and can help the customer, or direct them to someone who can help was 83%, and that, the are customer focused - friendly, polite and approachable and they can communicate in a clear and simple manner was 64%.

With keeping the promise attribute, the results explained that, keeping promises involves, employees who does what they say they will do; service standards (particularly for response times) so that employees knows what is expected of them and the public are aware of the standards they can expect to receive. was 86%, the people are more likely to say that a service meets their expectations when employees listen to them, understand their circumstances and treat them as an individual was 79% and that, the Viva-cell managers with their employees has cultured themselves from the knowledge that they have gain from the company was 74%.

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