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How Salary Delay Impacts on Employee Performance in the Public Service: A Survey of Selected National Ministries in Juba, South Sudan

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Abstract
The study investigated how salary delay impacts employee performance in selected government Ministries in the Republic of South Sudan specifically, the study examined how salary delay would affect employee retention, job satisfaction, commitment, productivity, and motivation. Relevant theoretical, conceptual, and empirical reviews of literature related to the objectives of the study were evaluated revealing significant knowledge gaps in the methods and findings. A pragmatic survey research design was employed and four National Ministries in the Republic of South Sudan, namely: Labor, General Education, Health, Trade, and Industry were studied. 102 respondents were conveniently selected from a population of 1801. Closed-ended questionnaires were administered as the instrument for data collection. Descriptive, correlation, and regression analysis was done with the help of SPSS Version 21. The study found that salary delay has significant effects on employee performance. Meaning that when the frequency of salary delay increases employee performance tends to decrease leading to reduced productivity, motivation, and job satisfaction. The negative correlation coefficient of -0.54 demonstrates a moderate inverse relation between salary delay and employee performance and this can precisely be because the long period of salary delay would leave employees with no other available options other than starting side businesses such as farming and trading, and two or more extra jobs aimed at cushioning the economic shocks to manage adversity. The study recommends that the government should prioritize timely salary payment, improve communication channels regarding salary payment, establish monitoring and evaluation mechanisms, diversify the economy to improve non-oil revenue collection, suspend long-term projects, and prioritize support for export promotion and import substitution strategies. This would be a sustainable measure to stabilize the current unpredictable economy and would improve the government account balance and the subsequent balance of trade.

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1. Introduction and Background of the Study

Employee performance plays a crucial role in the sustainability and growth of organizations, as evidenced by several recent studies. Nayem and Uddin (2024) highlight that a comprehensive understanding of employee performance must consider various external factors, such as physical, social, and economic environments, to ensure unbiased evaluations. Their research suggests that leveraging machine learning can enhance the accuracy of performance assessments, leading to fairer decision-making regarding promotions and training needs. Similarly, Mustaqim et al. (2024) found a significant relationship between employee engagement and performance in financial institutions, emphasizing that higher levels of involvement lead to better performance outcomes. Furthermore, Syah and Safrida (2024) demonstrated that organizational citizenship behavior mediates the effects of self-efficacy and locus of control on employee performance, indicating that individual psychological traits and workplace behaviors are integral to performance levels. Collectively, these studies underscore that accurately assessing and enhancing employee performance is vital for organizational success, as it informs better management practices and fosters a more engaged workforce. Understanding the factors that drive employee performance in the public sector is critical for enhancing organizational effectiveness and service delivery. Research by Yudiatmaja et al. (2021) underscores the significant role of religiosity and public service motivation in influencing employee performance among public servants in Indonesia. Their findings suggest that fostering a workplace environment that acknowledges and integrates employees' religious beliefs can enhance public service motivation, leading to improved performance outcomes. Similarly, Agusioma (2019) emphasizes the importance of conflict resolution within public organizations, finding that effective conflict management significantly boosts employee performance. By encouraging employee participation in conflict resolution processes, organizations can foster a collaborative environment that mitigates issues before they escalate. Additionally, Ismail Nor (2023) highlights the positive correlation between training and development and employee performance, asserting that well-structured training programs can significantly improve public service delivery by equipping employees with the necessary skills. Collectively, these studies illuminate the multifaceted nature of employee performance in the public sector, highlighting the importance of addressing motivational factors, effective conflict resolution, and continuous development to optimize service delivery and organizational effectiveness.

South Sudan's journey in cultivating and nurturing its human capital, marked by innovation, research, and insight, is a testament to its resilience and potential. The transformation of this human capital, from its early stages of skill development to the acquisition of professional technical know-how, was initiated with the signing of the 2005 Comprehensive Peace Agreement (CPA). The urgency to cultivate a professional workforce was a crucial step for the prospective South Sudan, then on the brink of independence from the Northern Sudan government (UNDP, 2022). As the professional demand for delivering services increases, so does the employee's remuneration becomes an important parameter. For instance, the correlation of remuneration is to attract, retain, and motivate employees to increase productivity and innovation (Darmawan, 2020). The maturity of having robust, motivated employees is equally paramount to retention, job satisfaction, and innovation (Wilde, 2024). This argument is grounded in the pillar of high performance, which results from institutional and organizational rewards and compensation packages. Attractive rewards and compensation packages provided by the institution must validate the mandatory responsibility of employees earning monthly as spelled in the contract between employer and employees (Sunoma *et al.,* 2021).

The promptness of delivering salaries on time induces a high-performing environment and motivational morality. South Sudan workforces have been affected by low remuneration and delays in earning agreed salary packages for civil servants (Nugraha et al., 2022). According to the World Bank Report 2022, the South Sudan government relies on oil and gas revenue by 90%, the absence of this revenue as a result of the ongoing civil war in Sudan which has greatly disrupted oil exports is a major contributing factor to massive gap in delivering services and rewards to South Sudanese civilians and civil servants as perpetually being experienced due to a lack of social services delivery and delay of salaries payment for eight to ten months (Aljazeera, 2024). With this in mind, the research aims to comprehensively assess the impact of salary delays on employee motivation, task performance, productivity, and retention in four key ministries: General Education, Labour, Health, and Trade and Industry. The study investigates the emotional toll of salary delays, which may contribute to low productivity and a high employee turnover rate.

1.2 Problem Statement

South Sudan's reliance on 90% of Oil and Gas revenue has stiffened its economic prosperity and efficiency in service delivery (World Bank, 2022). Oil and Gas revenues are the blanket that feeds all the institutional functionality and asset developments. However, the constraints resulting from engagement in human-made conflict have terrifying consequences for the political economy. Human-made disasters such as the conflict in 2013 (International Monetary Fund, 2019) and prevalent insufficient accountability on revenue management have spiked the inability to deliver salary payments on time and construction of asset development. Salaries are the major sources of income in which the working class supported their families. Salaries are motivational factors that augment morality and recognition and enhance efforts to improve task performance, job satisfaction, and retention (International Labour Organization, 2019). Nevertheless, South Sudan is at a crossroads to realize its economic dividends as geopolitical circumstances unfold. Flaring up conflicts in the World and the inflationary effect all contribute to South Sudan's economic shocks (World Health Organization, 2019). In addition, the emergence of geopolitical conflict has ramifications for South Sudan's political, social, and economic affairs (United Nations Development Programme, 2019). The delay in civil servants' salaries is not just a matter of financial hardship, but a key factor affecting employee retention, job satisfaction, commitment, productivity, and motivation (International Monetary Fund, 2019). The fact that South Sudan civil servants endure six to eight months without salaries or income has severe consequences, from a decline in performance and motivation to psychological distress and low self-esteem (World Health Organization, 2019). Therefore, evaluating civil servants' delayed salaries provides fundamental indicators and ways of formulating policy governing remunerations and rewards for promptness in salary payment in the Republic of South Sudan (World Bank, 2019). A similar study conducted in Tanzania investigating the impact of salary delay on Teachers' Performance reveals strong evidence, "the vast majority of teachers in public secondary schools are discontented with delays in the payment of their salaries on first appointment as well as benefits, resulting in a massive exodus to private secondary schools" (Deretić. et al., 2023). Therefore, this argument is not necessarily remote from the current situation experienced by the civil servants of the Republic of South Sudan.

1.3 Research Objective

To determine the impact of salary delays on the performance of employees in the public service in the selected Ministries of Labor, General Education, Health, and Trade & Industry of the Republic of South Sudan.

2. Literature Review

The relationship between various factors and employee performance in public sector organizations has garnered significant attention in recent years. Yudiatmaja et al. (2021) explored the interplay between religiosity, public service motivation, and employee performance, highlighting that both religiosity and motivation positively influence performance outcomes among public servants in Indonesia. Their findings suggest that integrating religious practices and enhancing public service motivation can serve as effective strategies for boosting employee performance. Similarly, Agusioma (2019) examined the impact of staff conflict resolution on performance at the Public Service Commission in Kenya, finding that timely conflict resolution significantly enhances employee performance and underscores the necessity of employee participation in these processes. In the context of training and development, Ismail Nor (2023) identified a positive relationship between training initiatives and employee performance in the Federal Government of Somalia, indicating that well-structured training programs can lead to improved public service delivery. Furthermore, Nayem and Uddin (2024) proposed an innovative approach to employee performance evaluation using machine learning algorithms, addressing the biases often present in traditional assessment methods. Mustaqim et al. (2024) focused on employee engagement, asserting that engagement significantly correlates with employee performance, while also emphasizing the importance of competence as a mediating factor. Lastly, Syah and Safrida (2024) illustrated the mediating role of Organizational Citizenship Behavior (OCB) on employee performance, revealing that both locus of control and self-efficacy significantly influence OCB, ultimately affecting performance outcomes. Collectively, these studies underscore the multifaceted nature of employee performance in the public sector, highlighting the importance of various psychological, social, and organizational factors that contribute to enhancing employee effectiveness. Lee and Lee (2020) conducted a study on the effects of salary delay on employee job satisfaction and turnover rate in South Korea's hospitality industry. Using a survey design with 200 participants, the study found that salary delay negatively impacted employee job satisfaction and increased turnover. Employees who experienced salary delays reported lower job satisfaction and higher turnover compared to those who did not experience delays. The study found a significant relationship between salary delay, job satisfaction as well as turnover rates and therefore this would present knowledge gaps, as it did not explore the specific reasons behind salary delays. Additionally, the study did not investigate the role of individual differences, such as personality traits or work values, in how employees react to salary delays. Furthermore, in a study conducted by Bordignon and Cuzzocrea (2018), the impact of salary delay on employee motivation and organizational commitment among Italian employees was investigated. The study utilized a survey design with a sample of 150 employees from various industries in Italy. Data was collected through a self-administered questionnaire using a snowball sampling method. The questionnaire included measures of salary delay, employee motivation, and organizational commitment. The findings of the study revealed a negative impact of salary delay on employee motivation and organizational commitment. Employees who experienced salary delays reported lower levels of motivation and organizational commitment compared to those who did not experience delays. The perceived fairness of the organization was found to mediate the relationship between salary delay and motivation as well as organizational commitment. However, there were some knowledge gaps in the study. It did not examine the role of leader-member exchange in moderating the impact of salary delay on employee motivation and organizational commitment. Additionally, the study did not consider other potential confounding variables, such as job insecurity or workload, which could influence the relationship between salary delay and employee outcomes.

In another study conducted by Oyewole and Adeyemi (2019), the impact of salary delay on employee performance and job satisfaction in the Nigerian banking industry was examined. The study employed a survey design with a sample of 100 employees from the banking sector in Nigeria. Data was collected through a self-administered questionnaire using a convenience sampling method. The questionnaire included measures of salary delay, employee performance, and job satisfaction. The findings of the study revealed a negative impact of salary delay on employee performance and job satisfaction. Employees who experienced salary delays reported lower levels of performance and job satisfaction compared to those who did not experience delays. The study demonstrates a relationship between salary delay and performance as well as job satisfaction. However, there were some knowledge gaps in the study on potential confounding variables, such as job insecurity or workload, which could influence the relationship between salary delay and employee performance. Nonetheless, longitudinal study conducted by Korunka and Krumhuber (2017), the effects of salary delay on employee well-being and job satisfaction in the United States were examined. The study spanned over a period of three years and included two waves of data collection. The sample consisted of 100 employees from various industries in the United States, and data was collected through online surveys. The findings of the study revealed that salary delay had a negative impact on employee well-being and job satisfaction over time. Employees who experienced longer periods of salary delay reported lower levels of well-being and job satisfaction compared to those who did not experience such delays. The study found that individual differences in resilience moderated the relationship between salary delay and well-being/job satisfaction. However, there were some knowledge gaps in the study. It did not explore the specific mechanisms underlying the impact of salary delay on employee well-being and job satisfaction. Moreover, a study conducted by Mishra and Singh (2019) aimed to investigate the effect of salary on employee motivation among public sector employees in India. Through a survey of 250 participants, the researchers utilized a questionnaire to measure employee motivation, encompassing dimensions such as job satisfaction, organizational commitment, and work engagement. The findings revealed a significant and positive relationship between salary and employee motivation, particularly in terms of job satisfaction and organizational commitment. Moreover, the study identified that this relationship was stronger in employees with higher levels of education and tenure. The authors concluded that salaries play a crucial role in motivating public sector employees, especially in industries characterized by high labor costs and intense competition. This therefore presents knowledge gaps in the relationship, between salary and motivation in the public sector context.

The meta-analysis conducted by Chen and Francesco (2018) aimed to provide a comprehensive understanding of the impact of salary on employee performance. By analyzing data from 24 studies, the researchers utilized a random-effects model to estimate the overall effect size and found that salary has a moderate and significant effect on employee performance ($r = 0.25$). The study also revealed variations in the effect size across different performance outcomes and cultural contexts. The authors concluded that salaries play a crucial role in shaping employee performance outcomes, but the relationship is intricate and influenced by various moderators. However, further research is needed to delve into the specific mechanisms underlying the salary-performance relationship, addressing existing knowledge gaps and enhancing comprehension in this area. In conclusion, the reviewed literature reveals significant knowledge gaps in the methods and findings in previous studies on the impact of salary delay on the performance of public service employees regarding motivation, job security, job satisfaction, and employee turnover rate. The study on public service salary delay and the performance of public service employees has not been well documented and faces severe dearths in secondary data in the Republic of South Sudan.

2.1 Hypothesis development

Manoharan et al. (2023) examined the factors influencing labor performance in the Sri Lankan construction industry. Through a qualitative study and questionnaire survey involving 217 contractors, they identified 117 factors categorized into six groups. The top five critical factors affecting performance were found to be a lack of training facilities, delays in salary payments, lack of labor motivation, low salaries for laborers, and poor performance evaluations of labor skills. The study emphasizes the need for targeted training programs to enhance productivity and improve labor operations in the construction sector. Sunoma et al. (2021) explored how salaries and promotion benefits affect employee performance among non-academic staff in tertiary institutions in Borno State, Nigeria. Their study revealed that delays in salary payments and promotion benefits negatively impacted employee morale and performance. A survey of 282 respondents was conducted, revealing that timely salary payments are crucial for enhancing employee commitment and productivity. The authors recommended that the Borno State government prioritize timely salary disbursements and engage in consultations with staff unions to avoid disputes. Sari & Rizqi (2023) conducted qualitative research on employee performance at PT. Arina Toyota Gresik, noting that skills for task completion, salary issues, and fairness in position placement were critical concerns leading to delays and decreased productivity. Their findings suggest that providing motivation to employees is vital for improving performance, and managerial evaluations should be enhanced to foster better employee outcomes. Al Amri & Pandey (2020) investigated the impact of employee turnover on organizational performance in Oman. Their study highlighted that high turnover rates lead to increased workloads for remaining

employees, negatively affecting service delivery and organizational efficiency. The research indicated that salary levels and unhealthy working relationships contributed significantly to turnover. Recommendations included enhancing salaries and creating opportunities for career advancement to improve retention and performance. Ibrahim et al. (2023) focused on leadership styles and their effect on civil servant performance in North Maluku Province. The study found that a democratic leadership approach, characterized by effective communication and motivation, significantly improved performance. Challenges such as employee discipline and delays in salary processing were noted, indicating that leaders need to prioritize a conducive work environment to enhance performance further. Alonge et al. (2017) utilized system dynamics methods to assess the impact of pay-for-performance initiatives on health systems in Afghanistan. Their models showed that properly designed P4P schemes could enhance worker motivation and service quality, whereas poorly implemented schemes could result in negative outcomes. Timely bonus disbursement and equitable distribution based on contributions were essential for the successful implementation of these programs. Aghadiuno et al. (2016) studied job satisfaction as a predictor of librarians' job performance in Nigeria. They found that regular salary payments, timely promotions, and incentives positively influenced performance. The study emphasized the need for management to ensure that librarians receive adequate support and opportunities for professional development. Aldahash & Alshamrani (2022) investigated factors affecting the productivity of steel rebar work in the Saudi Arabian construction industry. Through a qualitative literature review and a structured survey, they identified factors such as humidity, salary delays, and labor experience that significantly impacted productivity. Their research underscored the necessity for construction stakeholders to address these factors to improve performance in construction projects. These studies collectively emphasize the critical role of timely salary payments, effective leadership, and adequate training and support in enhancing employee performance across various industries. They also highlight the negative effects of delays in compensation and the importance of fostering a motivating work environment to achieve organizational goals. Thus, we develop the following
H1: *There is a statistically significant impact of salary delays on the performance of public service employees in selected national ministries in Juba, South Sudan.*

3. Research Methodology

The study employs a pragmatic research philosophy paradigm which involves both quantitative and qualitative research design in which the relationship between salary delay and employee performance is evaluated. A questionnaire design was used to collect data on the demographic characteristics of employees, such as age, gender, education level, and job tenure (Creswell & Plano Clark, 2017). This design helps researchers understand the distribution of these variables and identify any patterns or trends that may be relevant to the study. For example, statistical inferences were used to identify the percentage of employees who had experienced salary delays, the frequency of salary delays, and the average duration of salary delays. A correlational research design was also used to examine the relationship between salary delays and employee performance measures such as job satisfaction, organizational commitment, and work engagement (Cohen *et al.,* 2018). This design involves collecting data on both variables and analyzing their relationship. For example, a correlational study was designed to examine whether there was a significant correlation between salary delays and employee performance. The correlational design helps researchers answer questions such as whether there is a positive or negative correlation between salary delays and employee performance, and whether there are any differences in the relationship between salary delays and employee performance across different demographic groups analyzed using cross-tabulation (Groves & Fehrmann, 2007).

The target population was government employees from various ministries, including Labour, General Education, Health, and Trade & Industry. The total target population for the study was 1,801 employees. The samples collected from each ministry are as follows: 38 employees from the Labour Ministry, 26 employees from the General Education Ministry, 21 employees from the

Health Ministry, and 19 employees from the Trade and Industry Ministry. In total, the study includes a sample size of 102 employees as illustrated in Table 1.

Table 1: Target Population

S/No	Ministries	Target population	Samples
1.	Labour	656	38
2.	General Education	455	24
3.	Health	365	21
4.	Trade and Industry	325	19
	Total	**1,801**	**102**

Source: *Human Resource Departments, 2024*

In this study, a combination of sampling techniques was used to select a sample of 102 employees from the target population of 1,801 employees across various ministries in South Sudan. The ministries included Labour, General Education, Health, and Trade and Industry. The sampling technique employed was a stratified sampling technique, where the population was divided into strata based on the ministries, and then a convenient sampling technique was used to select the sample from each stratum. This approach ensured that the sample was proportional to the population size in each ministry, with 38 employees from the Labour Ministry (21.2% of the total sample), 26 employees from the General Education Ministry (23.5% of the total sample), 21 employees from the Health Ministry (20.2% of the total sample), and 19 employees from the Trade and Industry Ministry (18.3% of the total sample). This proportionate sampling technique ensured that the sample represented the population proportionally, allowing for a more accurate representation of the population (Lohr, 2013). Additionally, a simple random sampling method was used within each ministry to select individual employees from the respective lists (Kish, 1965). The resulting sample size of 102 employees provides a sufficient representation of the target population, allowing for meaningful analysis and generalizability of findings (Cochran, 1977). Although there are more complex formulae, that can be used to determine sample size, the general rule of thumb is that the sample size should not be less than 50 participants for a correlation or regression research type (Garmen and Morgan, 2007).

To ensure the reliability and validity of this study, a combination of measures was employed. The survey instrument was pilot-tested to establish reliability, with a standardized data collection process used to minimize variability as previously argued in a similar study conducted by Kerlinger (1973). Furthermore, the study used Cronbach's statistical analysis to further assess the reliability and validity of both the instruments used and the data collected. Furthermore, the study's results were analyzed using accepted statistical methods, including descriptive statistics and inferential statistics (Field, 2013). This rigorous approach ensured that the study's findings were reliable and valid, allowing for meaningful conclusions and recommendations to be haggard about the relationship between salary delay and employee performance.

4. Data Analysis and Discussion of Results

4.1 Demographic Information of Respondents

This provided data analyzed on age, gender, education level, and working experience of the respondents as illustrated in Tables 2, 3, 4, and 5.

Table 2: Gender of respondents

Kindly indicate your gender				
	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Male	62	60.8	60.8	60.8
Female	40	39.2	39.2	100.0
Total	**102**	**100.0**	**100.0**	

Source: *Field Data, 2024*

Table 2 provides information about the gender distribution of the study participants. The respondents were asked to indicate their gender, and the table displays the frequencies and percentages for each category. Out of the total 102 respondents, 62 were male, accounting for 60.8% of the sample, while 40 were female, representing 39.2% of the sample. The cumulative percentage column indicates that the table accounts for 100% of the respondents. The gender distribution findings in the study have several implications. Firstly, the higher representation of males (60.8%) compared to females (39.2%) suggests a potential gender imbalance within the public sector in Juba, South Sudan. This could reflect existing gender disparities in employment opportunities or cultural factors influencing the representation of women in certain ministries. Additionally, these findings highlight the importance of considering gender-specific factors when analyzing the relationship between salary delays and employee performance. Gender-related variables, such as perceptions of fairness, financial responsibilities, and career aspirations, may influence how salary delays impact employee performance differently for males and females. Therefore, it is essential to examine and account for gender dynamics when interpreting the study's results and formulating strategies to mitigate the negative effects of salary delays on employee performance in the public sector***.***

Table 3: Age Bracket of Respondents

Please indicate your age bracket				
	Frequency	Percent	Valid Percent	Cumulative Percent
21-30 years	6	5.9	5.9	5.9
31-40 years	20	19.6	19.6	25.5
41-49 years	40	39.2	39.2	64.7
50 years and above	36	35.3	35.3	100.0
Total	**102**	**100.0**	**100.0**	

Source: *Field Data, 2024*

Table 3, provides insights into the age distribution of the study participants. The respondents were asked to indicate their age bracket, and the table presents the frequencies and percentages for each category. The findings demonstrate that the majority of respondents were in the 41-49 years' age bracket, accounting for 39.2% of the sample. This is followed by the 50 years and above bracket, representing 35.3% of the sample. The younger age brackets, 21-30 years and 31-40 years, had lower representation with 5.9% and 19.6% respectively. These findings have implications for understanding the generational composition of the public sector workforce and suggest potential variations in experiences, perspectives, and work-related expectations. Understanding these age-related dynamics could inform Human Resource policies, training programs, and employee engagement initiatives tailored to different age groups, ultimately contributing to a more harmonious and productive work environment.

Table 4: Educational Level of Respondents

Highest education level attained		
	Frequency	Percent
Post doctorate degrees	4	3.9
Masters'/Postgraduate degrees	15	14.7
Bachelors' degrees	39	38.2
Diploma	26	25.5
Certificate	18	17.6
Total	**102**	**100.0**

Source*: Field Data, 2024*

Table 4 provides information about the educational background of the study participants. The table presents the frequencies and percentages of respondents based on their highest education level attained. The findings reveal that the largest group of respondents (38.2%) held a Bachelor's degree, followed by those with a Diploma (25.5%) and Masters'/Postgraduate degrees (14.7%). Additionally, 17.6% of respondents held a Certificate, while a smaller percentage (3.9%) had attained a Post-doctorate degree. These findings have implications for understanding the educational qualifications of employees in the public sector in Juba, South Sudan. They suggest a relatively diverse educational background among the respondents, which has implications for their skills, knowledge, and abilities in performing their job roles. These findings could inform recruitment practices, training initiatives, and career development programs to ensure a well-qualified and competent workforce in the public sector.

Table 5: Working Experience of Respondents

How long have you served in this organization?				
	Frequency	Percent	Valid Percent	Cumulative Percent
5 years and below	43	42.2	42.2	42.2
6-10 years	20	19.6	19.6	61.8
Above 10 years	39	38.2	38.2	100.0
Total	**102**	**100.0**	**100.0**	

Source: *Field Data, 2024*

Table 5 provides insights into the tenure of the study participants in their respective organizations. The table displays the frequencies and percentages for each category indicating the duration of their service. The findings reveal that 42.2% of respondents had served for 5 years and below, while 19.6% had a tenure of 6-10 years. The remaining 38.2% had served above 10 years. These findings have implications for understanding the distribution of experience levels among employees in the public sector in Juba, South Sudan. The results suggest a mix of both relatively new employees and those with longer tenures. This diversity in work experience could influence organizational dynamics, knowledge transfer, and the potential for leadership development. Understanding the distribution of working experience could help inform talent management strategies, succession planning, and career progression opportunities within the public sector.

4.2.1 Descriptive Statistics for Salary Delay

Table 6 presents descriptive statistics for the statements related to salary delay. The table includes the minimum (Min.), maximum (Max.), mean, and standard deviation (Std. Deviation) for each statement.

Table 6: Descriptive Statistics for Salary Delay

Statement(s)	Min.	Max.	Mean	Std. Deviation
I feel frustrated when my salary is delayed.	1.00	5.00	4.4510	.66938
Salary delays hurt my financial stability.	1.00	5.00	4.4412	.82742
Salary delays make me question the organization's financial management.	1.00	5.00	4.4314	.78991
I believe that timely payment of salary is a sign of respect and appreciation from the organization.	1.00	5.00	4.5098	.67112
Salary delays affect my motivation and commitment to my work.	1.00	5.00	4.6667	.60252
I feel anxious and uncertain when there is a delay in receiving my salary.	1.00	5.00	4.4902	.95176
Salary delays create financial difficulties for me and my family.	1.00	5.00	4.5686	.68231
I believe that salary delays should be addressed promptly to maintain employee morale and satisfaction.	1.00	5.00	4.6373	.67177
Average			**4.525(90.5%)**	**0.7333**

Source: *Field Data, 2024*

The mean values range from 4.4314 to 4.6667, indicating that, on average, respondents agreed or strongly agreed with the statements related to the negative impact of salary delays. The standard deviations range from 0.60252 to 0.95176, suggesting that there was some variability in the responses, but overall, the responses were relatively consistent. The average column shows the average mean across all statements, which is 4.525 (90.5%). This indicates that, on average, respondents leaned towards agreement with the statements related to the negative consequences of salary delays. These findings imply that salary delays are perceived as frustrating, having a negative impact on financial stability, and raising concerns about the organization's financial management. Respondents also highlighted the importance of timely payment of salaries as a sign of respect and appreciation. Salary delays were seen to affect motivation, create anxiety and uncertainty, and lead to financial difficulties for employees and their families. The findings emphasize the importance of promptly addressing salary delays to maintain employee morale and satisfaction within the public sector in Juba, South Sudan.

4.2.2 Descriptive Statistics for Employee Performance

Table 7: Descriptive Statistics for Salary Delay

Statement(s)	Min.	Max.	Mean	Std. Deviation
I consistently meet or exceed the performance expectations in my role within the public service.	1.00	5.00	3.9314	.99762
I believe that my performance directly contributes to achieving the goals and objectives of my organization.	1.00	5.00	4.2843	.74962
I receive constructive feedback on my performance that helps me improve in my role.	1.00	5.00	4.4314	.69667
I am provided with the necessary resources and support to perform my job effectively.	1.00	5.00	4.2745	.82242
I feel motivated to perform at a high level due to the recognition and rewards system in place.	1.00	5.00	4.2647	.91117
I have clear performance goals and objectives that guide my work in the public service.	1.00	5.00	4.3725	.83157
I have access to professional development opportunities that enhance my performance in the public service.	1.00	5.00	4.4804	.76728
I believe that my performance is evaluated fairly and accurately.	1.00	5.00	4.2255	.83140
Average			**4.283 (85.66%)**	**0.8260**

Source: *Field Data, 2024*

Table 7 presents descriptive statistics for the statements related to employee performance within the public service. The table includes the minimum (Min.), maximum (Max.), mean, and standard deviation (Std. Deviation) for each statement. The mean values range from 3.9314 to 4.4804, indicating that, on average, respondents agreed or strongly agreed with the statements related to their performance and its impact on organizational goals. The standard deviations range from 0.69667 to 0.99762, suggesting some variability in the responses but overall consistency. The average column shows the average mean across all statements, which is 4.283 (85.66%). This indicates that, on average, respondents leaned towards agreement with the statements related to performance and its alignment with organizational objectives. These findings imply that respondents generally perceive themselves as meeting or exceeding performance expectations and believe that their performance contributes to the organization's goals. They also feel they receive constructive feedback, have access to necessary resources and support, and are motivated by the recognition and rewards system in place. Respondents perceive the existence of clear performance goals and objectives and have access to professional development opportunities. However, there is some variation in perceptions of fair and accurate performance evaluation. These findings highlight the importance of providing employees with clear expectations, resources, and support to perform effectively. They also emphasize the significance of feedback, recognition, and professional development opportunities for enhancing employee performance. Additionally, addressing any concerns regarding the fairness and accuracy of performance evaluations can help foster a positive work environment and further improve performance within the public service in Juba, South Sudan.

4.3 Inferential Statistics of Salary Delay versus Employee Performance

The analysis of the relationship between salary delays and employee performance, as presented in Tables 8, 9, 10, and 11, reveals important findings.

Table 8: Correlation between Salary Delays and Employee Performance

Correlations			
		Salary Delay	Employee Performance
Salary Delay	Pearson Correlation	1	-0.524**
	Sig. (2-tailed)		.000
	N	102	102
Employee Performance	Pearson Correlation	-0.524**	1
	Sig. (2-tailed)	.000	
	N	102	102
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: *Field Data, 2024*

Table 8 presents the correlation between salary delays and employee performance. The table displays the Pearson correlation coefficient values, significance levels (Sig.), and the number of observations (N). The correlation coefficient between salary delay and employee performance is -0.524. The negative sign indicates an inverse relationship between these variables. The correlation is statistically significant at the 0.01 level (2-tailed), denoted by **. These findings suggest a moderate negative correlation between salary delays and employee performance within the public service in South Sudan. In other words, as the frequency of salary delays increases, employee performance tends to decrease. The significance of the correlation indicates that this relationship is unlikely to occur by chance. The implications of this finding are crucial for understanding the impact of salary delays on overall employee performance. It suggests that delays in receiving salaries adversely affect employee performance, potentially leading to reduced productivity, motivation, and job satisfaction. The negative correlation coefficient indicated -0.524 meaning a moderate inverse relationship between the two variables being assessed because employees have developed coping mechanisms to address austerity and the adverse conditions attached to the salary delays by having side business, farming, and two or more extra jobs to cushion economic shocks.

Table 9: Model Summary of Salary Delays and Employee Performance

Model Summary									
					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.524[a]	.275	.267	.47199	.275	37.878	1	100	.000
a. Predictors: (Constant), Salary Delays; Dependent Variable: Employee Performance									

Source: *Field Data, 2024*

Table 9 presents the model summary for the relationship between salary delays and employee performance. The table includes information such as the coefficient of determination (R Square), adjusted R Square, standard error of the estimate, and change statistics. The coefficient of determination (R Square) for the model is 0.275, indicating that approximately 27.5% of the variance in employee performance can be explained by salary delays. This means that salary delays account for a significant portion of the variability observed in employee performance. The adjusted R Square is 0.267, which takes into account the number of predictors in the model and adjusts the R Square accordingly. The adjusted R Square is often considered a more reliable measure of the model's goodness of fit. The standard error of the estimate is 0.47199, representing the average distance between the observed values of employee performance and the predicted values based on the model. The change statistics indicate that the R Square change is 0.275, which signifies the improvement in the model's predictive power when salary delays are included as a predictors. The F change statistic is 37.878, with degrees of freedom (df1, df2) of 1 and 100, respectively. The significance level (Sig. F Change) is reported as 0.000, indicating that the inclusion of salary delays in the model significantly improves the prediction of employee performance. Overall, the model summary suggests that salary delays have a meaningful impact on employee performance within the public service in South Sudan. The model indicates that salary delays are a significant predictor of employee performance, explaining a considerable portion of the variance observed.

Table 10: ANOVA of Salary Delays and Employee Performance

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.439	1	8.439	37.878	.000[b]
	Residual	22.278	100	.223		
	Total	30.716	101			

b. Predictors: (Constant), Salary Delays; Dependent Variable: Employee Performance

Source: Field Data, 2024

The ANOVA analysis presented in Table 10 provides valuable insights into the relationship between salary delays and employee performance. The results indicate that the regression model, including salary delays as a predictor, is highly significant. The regression sum of squares is 8.439, with a mean square of 8.439 and 1 degree of freedom. This suggests that salary delays play a significant role in explaining the variability in employee performance. The F-value is calculated as 37.878, with a significance level (Sig.) of 0.000. These results indicate that the inclusion of salary delays in the model significantly improves its ability to predict employee performance. The residual sum of squares is 22.278, representing the unexplained variability in employee performance after accounting for salary delays. The total sum of squares is 30.716, with 101 degrees of freedom, which encompasses both the variability explained by the regression and the unexplained variability. Therefore, the ANOVA results highlight the importance of salary delays as a significant predictor of employee performance. The statistical significance of the regression model suggests that salary delays have a substantial impact on employee performance within the public service in South Sudan. Addressing salary delays can lead to improved employee performance and contribute to a more productive and motivated workforce.

Table 11: Coefficients of Salary Delays and Employee Performance

Coefficients[a]							
	Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model	B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1 (Constant)	4.651	.076		61.325	.000	4.500	4.801
Salary Delays	-.743	.121	-.524	-6.155	.000	-.983	-.504

a. Dependent Variable: Employee Performance

Source: Field Data, 2024

Table 11 displays the coefficients of the regression model examining the relationship between salary delays and employee performance. The table includes information such as the unstandardized coefficients, standardized coefficients (Beta), t-values, significance levels (Sig.), and the 95% confidence intervals for the coefficients. The constant term in the model is 4.651, indicating the expected value of employee performance when salary delays are zero. The standard error for the constant is 0.076. The t-value of 61.325 suggests that the constant term is highly significant (Sig. = 0.000), indicating a strong relationship between the constant and employee performance. The coefficient for salary delays is -0.743, representing the change in employee performance associated with a one-unit increase in salary delays. The standard error for this coefficient is 0.121. The standardized coefficient (Beta) of -0.524 indicates the relative importance of salary delays in predicting employee performance. The t-value of -6.155 is highly significant (Sig. = 0.000), confirming the negative relationship between salary delays and employee performance. The 95% confidence interval for the coefficient (-0.983 to -0.504) suggests a range within which the true population value of the coefficient is likely to fall. In summary, the coefficients in Table 11 provide insights into the relationship between salary delays and employee performance. The negative coefficient for salary delays highlights that as the frequency of delays increases, employee performance tends to decrease. The statistical significance of the coefficients and their confidence intervals support the robustness of these findings, emphasizing the importance of addressing salary delays to maintain and enhance employee performance within the public service in South Sudan.Hypothesis 1 (H1) posits that salary delays have a negative impact on employee performance within the public sector in Juba, South Sudan. The analysis provides substantial evidence supporting the acceptance of this hypothesis. Notably, the Pearson correlation coefficient of -0.524 indicates a moderate negative correlation between salary delays and employee performance, suggesting that as salary delays increase, employee performance tends to decrease. This relationship is statistically significant ($p < 0.01$), reinforcing the notion that the observed correlation is unlikely to have occurred by chance. Further, the model summary reveals an R^2 value of 0.275, indicating that salary delays account for approximately 27.5% of the variance in employee performance. This suggests that salary delays significantly contribute to variations in performance outcomes. The ANOVA results, with an F-value of 37.878 ($p < 0.001$), demonstrate that the regression model effectively predicts employee performance based on salary delays, providing additional support for H1. Moreover, the regression coefficients indicate that for every unit increase in salary delays, employee performance decreases by 0.743 units, with the negative coefficient being statistically significant ($p < 0.001$). Accepting H1 has important implications for workforce morale and productivity, emphasizing the need for timely salary management practices. By acknowledging the negative effects of salary delays on employee performance, public sector organizations can take immediate action to improve their salary payment processes, thereby enhancing employee motivation and overall productivity. Policymakers should consider these findings when developing regulations and practices related to public sector employee compensation. In conclusion, the robust statistical evidence indicates a significant negative relationship between salary delays and employee performance, warranting the acceptance of Hypothesis 1 (H1). Addressing salary delays is essential for fostering a more productive, motivated, and satisfied workforce within the public sector in Juba, South Sudan.

5. Applications

The findings of this study have several practical applications for organizations within the public service sector in South Sudan. First and foremost, the significant negative relationship between salary delays and employee performance underscores the critical importance of timely salary payments. Organizations can apply this insight by prioritizing the establishment and maintenance of efficient payroll systems. By streamlining administrative processes and ensuring adequate budget allocations, organizations can minimize or eliminate delays in salary disbursements. Implementing such measures can lead to improved employee motivation, job satisfaction, and overall performance, fostering a more productive workforce. Furthermore, the study highlights the necessity of clear and transparent communication regarding salary payment schedules. Organizations should adopt communication strategies that keep employees informed about any changes in payment dates or potential delays. By managing employee expectations through open communication, organizations can reduce anxiety and foster trust between management and staff. This proactive approach not only improves workplace morale but also enhances the overall organizational culture. In addition to addressing salary payment issues, organizations can leverage the study's findings to implement performance recognition programs and incentives. Acknowledging and rewarding high-performing employees can create a culture of excellence and motivate individuals to maintain and enhance their performance levels. Such recognition can take various forms, including financial bonuses, non-monetary rewards, or opportunities for career advancement, ultimately contributing to a more engaged and motivated workforce. Moreover, the recommendations regarding employee support and well-being initiatives are crucial for organizations aiming to mitigate the negative effects of salary delays. By providing resources for financial planning, stress management, and work-life balance, organizations can support their employees in navigating the challenges posed by salary delays. This holistic approach to employee well-being not only enhances individual performance but also contributes to a healthier and more resilient workforce. Finally, the study's findings can inform policymakers and stakeholders in the public service sector in South Sudan. By recognizing the detrimental impact of salary delays on employee performance, policymakers can prioritize reforms aimed at improving the efficiency of salary disbursement processes. This may involve allocating resources for budgetary reforms, promoting export strategies, or suspending long-term projects to ensure timely salary payments. Overall, the applications of this study's findings can lead to improved employee performance, organizational efficiency, and a more positive work environment within the public service sector in South Sudan.

6. Conclusion

The study's findings provide important conclusions regarding the relationship between salary delays and employee performance within the public service in South Sudan. The following are the key conclusions: The study reveals a significant negative relationship between salary delays and employee performance. The analysis consistently demonstrates that as salary delays increase, employee performance tends to decrease. This suggests that timely payment of salaries is crucial for maintaining high levels of employee performance. The statistical analyses, including the correlation, model summary, and ANOVA, consistently confirm the significance of the relationship between salary delays and employee performance. The inclusion of salary delays as a predictor significantly improves the model's ability to explain and predict employee performance. The coefficients further support the conclusion that salary delays have a detrimental impact on employee performance. Therefore, this study's conclusions underscore the importance of prompt salary payments in fostering a positive work environment and enhancing employee performance within the public service in South Sudan. Organizations should prioritize addressing salary delays to mitigate the negative effects on employee productivity, motivation, and job satisfaction. By ensuring timely payment of salaries, organizations can contribute to a more efficient and effective workforce that positively impacts overall organizational success.

7. Recommendations

Based on the findings and conclusions drawn from the study, several key recommendations are made for organizations within the public service in South Sudan. First and foremost, it is crucial for these organizations to prioritize timely salary payments, minimizing or eliminating delays altogether. This can be achieved by streamlining administrative processes, ensuring adequate budget allocation, and implementing efficient payroll systems. By guaranteeing prompt payment of salaries, organizations can significantly enhance employee motivation, job satisfaction, and overall performance. Additionally, organizations should establish clear and transparent communication channels regarding salary payment schedules and any potential delays. Employees must be informed in advance about changes in payment dates or issues that may impact salary disbursements. Such transparent communication helps manage employee expectations, reduces anxiety, and fosters trust between employees and management. Furthermore, alongside ensuring timely salary payments, organizations should consider implementing performance recognition programs and incentives. Acknowledging and rewarding high-performing employees can serve to further motivate individuals to maintain and improve their performance levels. These incentives could take the form of financial bonuses, non-monetary rewards, or opportunities for career advancement. It is also important for organizations to establish mechanisms for continuously monitoring and evaluating salary payment processes. Regular assessments should be conducted to identify potential bottlenecks and areas for improvement. Actively seeking and addressing feedback from employees regarding their satisfaction with salary payments and any challenges they face is essential for refining these processes. Recognizing the negative impact of salary delays on employee performance, organizations should prioritize employee support and well-being initiatives. This includes providing resources for financial planning, stress management, and work-life balance. Supporting employees in these areas can help mitigate the adverse effects of salary delays on overall employee well-being and performance. In addition to organizational strategies, broader economic measures are recommended. For instance, diversifying the economy of the Republic of South Sudan is essential to improve non-oil revenue collection, thereby revitalizing the national resource envelope to support the budget. Supporting export promotion and import substitution strategies can further encourage production over domestic consumption, stimulating exports and increasing sustainable inflows of hard currency into South Sudan's economy. Lastly, to address immediate financial needs, long-term projects should be suspended to free up funds for timely salary payments, as proposed by the standing specialized committee on finance and economic planning of the National Legislative Assembly on September 4, 2024.

8. Areas of Further Research

Despite the significant findings of this study regarding the relationship between salary delays and employee performance, there are several limitations that should be acknowledged. First, the study primarily focused on the immediate effects of salary delays within the public service sector in South Sudan. This limited scope may not fully capture the long-term consequences of salary delays on employee motivation, engagement, and retention. Future research should explore these long-term effects to provide a more comprehensive understanding of how prolonged or recurring salary delays influence employee attitudes and behaviors over time. Additionally, the study did not delve into the underlying factors contributing to salary delays. Understanding the root causes—such as organizational practices, budgetary constraints, administrative inefficiencies, or external factors—could provide valuable insights for effective interventions. Future research should investigate these contributing factors to inform targeted policy changes that can mitigate salary delays effectively. Moreover, the current research focused on a specific context within South Sudan, which may limit the generalizability of the findings. Comparative studies across different regions or sectors would be beneficial to examine the contextual factors that influence the impact of salary delays on employee performance. By comparing experiences in various public service organizations or sectors, researchers can identify best practices and variations in the relationship between salary delays and performance, contributing to a more nuanced understanding of the issue. Finally, evaluating the effectiveness of various strategies and interventions aimed at reducing the negative effects of salary delays presents an important avenue for future research. This could involve assessing the impact of alternative payment methods, financial planning support programs, or organizational policies designed to minimize delays and their adverse consequences on employee performance. By systematically exploring these strategies, future studies can provide actionable insights that organizations can implement to improve employee performance and overall workplace morale. Moreover, while this study offers significant insights into the relationship between salary delays and employee performance, addressing its limitations and exploring the proposed future research directions will enhance the understanding of this critical issue and inform more effective organizational practices.

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