EFFECTS OF AUDITING PRACTICES ON ORGANIZATIONAL CULTURE

A CASE STUDY OF GIZ SOUTH SUDAN

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DEDICATION

This research is dedicated to the beloved family of my late father Richard Luate Ndoromo and Mother Cicilia Kasa Sabuni and Leiko Clan as a whole who gave me their moral, financial and spiritual support during the course of my study and may the almighty God bless you abundantly.

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LIST OF ACRONYM

AIC	:	Achievement/ Innovation/ Competence
COSO	:	Committee of Sponsoring Organizations
CPA	:	Certified Public Accountant
CSA	:	Control Self-Assessment
CSR	:	Cooperation/ Supportiveness/ Responsiveness
ER	:	Emphasis on Rewards
ESI	:	Employee Satisfaction Inventory
FGD	:	Focus Discussion Group
GIZ	:	Deutsche Gesellschaftfür Internationale Zusammenarbeit
IAF	:	Internal Audit Function
IIA	:	Institute of Internal Auditors
IRCA	:	International Register of Certificated Auditors
MF	:	Motivation Forces
SPSS	:	Statistical Program for Social Scientists

ABSTRACT

The major objective of this study was to establish the effect of auditing practices on organizational culture at GIZ South Sudan. The specific objectives are; to establish the effect of compliance on organizational culture; to determine the influence of controls on organizational culture; to assess the role of consulting and operations on organizational culture and the effect of risk assessment on organizational culture.

A case study design was used to conduct the study with a sample size of 90 respondents. Both qualitative and quantitative data collection methods were used. The instruments used included questionnaires and interview guide.

The findings revealed that there is a correlation between compliance and organization with a positive and significant relationship ($r = 0.186$, $p \leq 0.079$).

The findings also revealed that there is a correlation between controls and organizational culture with a positive and significant relationship ($r = 0.287^{**}$, $p \leq 0.01$).

The findings further revealed that there is a correlation between consulting and operations and organizational culture with a positive and significant relationship ($r = 0.108$, $p \leq 0.331$).

The findings revealed that there is a correlation between risk assessment and organizational culture with a negative and significant relationship ($r = -0.161$, $p \leq 0.131$). From the study it can be said that auditing practices affects organizational culture.

The researcher therefore recommends that GIZ South Sudan should enhance transparency and accountability through training and coaching that can create trust and confidence among the staff and the organization to strive to report, explain, and be answerable for the consequences of their actions and to ensure that consultations and operations channels are properly developed, understood and made available to build genuine relationship among staff and stakeholders to enhance better performance.

The study concludes that there was relationship between audting practices and organizational culture.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction

Watson (2006) emphasizes that the concept of culture originally derived from a metaphor of the organisation as ‘something cultivated. For the past number of decades, most academics and practitioners studying organizations suggest the concept of culture is the climate and practices that organizations develop around their handling of people, or to the promoted values and statement of beliefs of an organisation (Schein, 2004). Schein (2004) highlights that the only thing of real importance that leaders do is to create and manage culture; that the unique talent of leaders is their ability to understand and work with culture; and that it is an ultimate act of leadership to destroy culture when it is viewed as dysfunctional’. Culture therefore, gives organizations a sense of identity and determines, through the organization’s legends, rituals, beliefs, meanings, values, norms and language, the way in which ‘things are done around. An organizations’ culture captures what it has been good at and what has worked in the past.

According to Tilleman and Bogt (2010) “improving an organization’s efficiency and effectiveness is one of the purposes of auditing practices”. Auditing practices are conducted in diverse legal and cultural environments; within organizations that vary in purpose, size, complexity, and structure; and by persons within or outside the organization. IIA (2011) highlights that performance auditing is an independent and objective examination of government undertakings, systems, programs or organizations, with regard to one or more of the three aspects of economy, efficiency and effectiveness, aiming to lead to improvements . Audit is a unique function within an organization with its independence and access to give assurance to those serving in an organization (IIA, 2011).

1.1 Background to the Study

Burrowes and Persson (2000) states that series of inquiries into culture and ethics all point to the need to change culture in order to restore trust across the private and public sectors and new standard bodies have to be set up to improve behaviors. Organizational culture has been variously defined (Schein 2010). It denotes a wide range of social phenomena, including an organization’s customary dress, language, behavior, beliefs, values, assumptions, symbols of status and authority, myths, ceremonies and rituals, and modes of deference and subversion; all of which help to define an organization’s character and norms (Scott and Marshall 2003).

Following a series of scandals, fundamental changes in organizational culture are being called for cross sectors including media, food, retail, health and banking (Ernst and Young, 2006). Boards and senior management have the prime responsibility for defining and analyzing organizational culture by promoting their ethics and values and the behaviors across their organizations. IIA (2011) supports that public trust in business has ebbed and flowed over recent years but a significant minority of those questioned believes that companies are ‘not very’ or ‘not at all’ ethical in the way they behave. Therefore, the responsibility and ownership for addressing these lies with those who sit in the boardroom. This is supported by regulators in the way that they now monitor and review the culture of organizations (Philippa, 2014).

Cooperation, coordination, and empowerment of employees are the standard characteristics of an innovative organizational environment that determine whether employees will successfully adopt to the new ways of doing things as the result of desirable Process in an organization. Egalitarian culture supports these attitudes (Salimifard, et.al, 2010). Siegel, et al (2010) defines egalitarian culture as the belief that all people are of equal worth and should be treated equally in society. An egalitarian culture should be developed in the organization to enable successful implementation of any organizational change. It also avoids stress and resistance to change among employees which is acknowledged as being a fundamental barrier to change (Abdolvand et al, 2008).

Pollitt and Bouckaert (2004) note: 'We would also expect staff in high uncertainty avoidance cultures to be more concerned with rule-following and more reluctant to risk changing jobs - both factors of some importance for those reformers who want to deregulate bureaucracies and encourage more rapid job change in the public service'. It should be noted that practitioners in both the private and public sectors have come to realize that organizational change often requires changing the organization's culture and learning. Understanding of organizational culture and cultural types also helps managerial understanding of reforms that may impact differently within and between organizations. In particular, O'Riordan (2004) says that 'developing a culture in which career progression and development of staff is prioritized represents an important retention and motivation tool'. An organisation with a predominantly internal process culture, for example, may be more resistant to reforms aimed at promoting innovation.

As organizations come under increasing pressure to demonstrate their commitment to improving standards of behavior, internal audit can be a key player in giving confidence to boards that measures are put in place to change culture and thus behavior are actually working, and that the tone at the top is reflected at all levels (Ernst and Young, 2006). Leaders need to send a message and show by example that culture and values matter, demonstrating this by putting in place all the necessary measures. IIA (2011) believes that boards and audit committees can help rebuild public trust by making the best use of internal audit as they develop their thinking around how to improve ethical conduct for the benefit of customers, employees, all other stakeholders and for business itself. According to Philippa (2014) organizations come under increasing pressure to demonstrate their commitment to improving standards of behavior, internal audit can be a key player in giving confidence to boards that measures are put in place to change culture and thus behavior can actually work, and that compliance at the top is reflected at all levels. Furthermore, a series of inquiries into culture and ethics all point to the need to change culture in order to restore trust across the private and public sectors and new standards of bodies have been set up to improve behaviors(Philippa, 2014).

Burrowes and Persson (2000) states that auditing practices in an organization give assurance, add value and improve an organization's operations. Auditing practices can provide confidence that there is a strong commitment to good conduct and that it is actually being translated into everyday behaviors but also, more importantly, where it is not. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes." The IIA's principal interest is to promote internal audit activities that provide the maximum overall effectiveness in helping achieve the organization's strategic objectives. The IIA believes internal auditing best addresses management's strategic objectives when internal audits are performed by competent professionals in conformance with the International Standards for the Professional Practice of Internal Auditing (IAA, 2011). While differences may affect the practice of internal auditing in each environment, conformance with The IIA's International Standards for the Professional Practice of Internal Auditing (Standards*)* is essential in meeting the responsibilities of internal auditors and the internal audit activity.

Martins and Terblanch (2003) explain organizational culture as a system of shared meaning held by members, distinguishing the organization from other organizations. Arnold (2005) asserts that organizational culture is the distinctive norms, beliefs, principles and ways of behaving that combine to give each organization its distinct character. However Schein (2007) explains organizational culture as a pattern of basic assumptions invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that has worked well enough to be considered valid, and therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems. In this, organizational culture is seen as assumptions, which are accepted as a way of doing things and are passed on to new members of an organization.

Change management which involves all human and social – related changes and cultural adjustment techniques is required by management to facilitate the insertion of newly designed processes and structures into working practice and to deal effectively with resistance (Sturdy, 2010). Much effort is needed in developing auditing practices in a radical process change since the culture of the organisation is changed in the long run and this affects employees' ways of doing things (Peppard and Fitzgerald, 2007). Some other causes of auditing practices failure are lack of top management support and financial resources (Al-Mashari and Zairi, 2009), people resistance (Stoddard et al., 2006), Information Technology (IT) related problems (Smith, 2003), ineffective auditing teams, lack of project management, and problems in communication (Smith, 2003).

Management would like to introduce employee with norm, values and objectives of the organization which is to understand the organizational culture (Rana, 2012). Organizational development depends on analysis and identification of the factors that conclude the effectiveness of the organization. Pierce et al. (2001) proposed that a positive organizational culture allows a sense of psychological ownership and responsibility among its members. Consequently, this will contribute to higher levels of motivation in them which in turn can reduce the sense of alienation among them. A positive organizational culture also increases the levels of employees' performance by having individuals' sense of pride and sense of identification of one's organization (Pierce and Rodgers, 2004). Organizations and managers are willing to get employees' commitment, which leads to improved productivity. It is the responsibility of the management to introduce the organizational culture to its employees that will assist the employees to get familiar with the system of organization and must try to always keep learning environment in the organization. The complete knowledge and awareness of organizational culture should help to improve the ability to examine the behavior of organization which assists to manage and lead (Brooks, 2006). Proper understanding of organizational culture should lead towards improvement of employee's performance. As per as organizational development is concerned, employees performance is considered as a back bone for the industry so as to get the loyalty of their employees towards organization culture (Philippa, 2014).

Grau and Moormann (2014) quoted Schein (1995) explains how and why cultures develop within organizations by describing the need for integration and sense in the actions of the members of the organization. This essential need leads to the evolution of shared elements among the members of an organization, such as shared values, beliefs, and procedures which prove successful and are asserted over time. Such values, beliefs, and procedures are learned by new members of the organization as part of the socialization process (Grau and Moormann, 2014). Skerlavaj et,al (2006) and Williams (2005) suggest that there is a notion that organization culture is key to any change initiative. This notion arose from the idea of determining critical success of auditing practices which emerged as a response to the low success rates improved compliance, control and risk assessment. Skerlavaj et,al (2006) further states that altering the way people perceive changes and react to them plays an important role in change management efforts like auditing practices.

Beugré (1998) states that it is vital for any company choosing to adopt auditing to redefine its culture to a certain extent and that success in implementing auditing practices depends on organizational culture. It is worth noting that culture has been shown to have a significant impact on how the objectives of a Business Process Re-Engineering project are accomplished.

Auditing practices initiative fails to deliver the expected results by 50-70 per cent because of failure to adapt to new ways of working by employees in public institutions (Hall et al., 2013). This is much common in government institutions where work has less of innovativeness in the work processes but rather monotonous and repetitive work routines (Zinser et al. 2008). Much effort is needed in enhancing auditing practices in a radical process change since the culture of the organization is changed in the long run and this affects employees' ways of doing things (Peppard and Fitzgerald, 2007). Al-Mashari and Zairi, (2009) asserts that some other causes of audit practices failure are lack of top management support and financial resources and people resistance (Stoddard et al., 2006), IT related problems (Smith, 2003), ineffective organization teams, lack of project management, and problems in communication (Smith, 2003).

In South Sudan, audit practices and performance is a concept that has not been fully adopted especially among public institutions since they have a customized mode of working where there is less innovativeness and creativeness. However, it has been adopted in some institutions like International Non-Governmental Organizations, National Non-Governmental Organization, Faith Based Organizations and Constituent Development Fund (CDC) where in 2011 after the country seceded from the north, developed a government portal which was meant to automate all the processes ranging from application, payment of the development funds, registration and management of the funds. Unfortunately, the initiative failed with most of the processes not implemented as employees could not quickly adopt and embrace the system ways of working to fit in their beliefs, norms and general ways of doing work (Mlay et al., 2013).

1.1.1 Background to the Case Study

GIZ is an international organization established by the Federal Republic of Germany that operates on behalf of the Germany Government under its arm of the international cooperation for development in the ministry of International Corporations. GIZ operates in over 150 countries in the world. Its areas of operations vary from country to country and are dependent on cooperation arrangements and agreements by the respective governments.

GIZ South Sudan provides strategic and managerial leadership on thematic areas of Food Security, Governance, Water and Sanitation and Rehabilitation of refugees and Internal Displaced Persons (IDPs) in some selected towns and states in South Sudan. As GIZ South Sudan implements activities on behalf of the Germany Government, it is mandated and expected to develop, manage and administer human resources, management systems, procedures and structures as well as negotiate, conclude and implement bilateral and multilateral agreements (BMZ and GIZ, 2013). GIZ South Sudan is equally required to follow designed policies, processes, orientation and rules (O&R) by the Germany Government and align its activities according to organizational culture that enhance and facilitate accomplishment of efficient and effective Service delivery to the communities in South Sudan through the existing structures of the Government of South Sudan. This requires that enabling policies, systems and structures are put in place and adhered to.

Organizations need to adopt Enterprise Resource Planning (ERP) systems due to its claimed benefits. Different processes are integrated by ERP systems which improve the competence and effectiveness of the endeavor. Implementation of ERP requires extensive compliances and practices on already established processes and structures and if need be, the ability to be pro-active and flexible to meet different dynamics in the work environments (Bibi and Hassan, 2014). GIZ South Sudan adopted different O&R in a bid to improve competencies, efficiency and effectiveness of the processes done by the organization for example payroll, pensions and performance management, succession planning, time, networking & partnership, Grants and Local Subsidy (LS) management and attendance to duty to mention but a few. The adoption of the O&R has not been fully embraced by all employees of the organization and other stakeholders/partners as most are still stuck in the previous ways of doing things in terms of beliefs and norms assumption

1.2 Problem Statement

The philosophy of audit has been used as an instrument for checks and balances in institutions, especially in control process. According to Max Weber (2003), auditing practices has mainly focused on the validity claim of truthfulness from ancient times until the end of the 19th century, when truthfulness objectives like the detection of fraud became the responsibility of management. The audit profession realized that giving a true and fair view and faithful representation were too difficult if not impossible in practice, it started to focus on the validity claim of rightness, i.e. compliance with generally accepted accounting and auditing standards, principles, and conceptual frameworks (Dennis, 2011). Due to positive results of audit practices, several management teams have resorted to using audit as a continuously i.e. embedding the ideals of audit in operational management. Organizational culture plays a great role in the overall performance of staff and achievement of organizational objectives. A positive organizational culture also increases the levels of employees' performance by having individuals' sense of pride and sense of identification of one's organization (Pierce and Rodgers, 2004).

O'Donnel and Boyle (2008) argued that "tightening the controls" has led to clogging an "efficient system with controls which has led to once efficient orientation to slowed processes since standards and principles are not existent for every issue, or since they give such a wide range of choice to management that there are basically no principles at all. The norms that have been established can hardly be called valid, since they have been established using professional authority rather than through a rational discursively obtained consensus using discourse ethical principles (Dennis, 2011).

GIZ South Sudan adopted different Orientation and Rules (O&R) in a bid to improve competencies, efficiency and effectiveness of the processes done by the organization for example performance management, succession planning, time, networking & partnership, Grants and Local Subsidy (LS) management, compliances, payroll, pensions and attendance to duty to mention but a few. The adoption of the O&R has not been fully embraced by all employees of the organization and other stakeholders/partners as most are still stuck in the previous ways of doing things in terms of beliefs, values, norms and assumptions as per BMZ/GIZ Report August

2015. Therefore, the researcher intends to use GIZ South Sudan Company as a case study to establish whether there is a relationship between auditing practices and organizational culture.

1.3 Objectives of the study

1.3.1 General Objective

The aim of the study was basically to establish the effect of auditing practices on organizational culture at GIZ South Sudan.

1.3.2 Specific Objectives

1. To determine the effect of compliance on organizational culture
2. To establish the influence of controls on organizational culture
3. To assess the role of consulting and operations on organizational culture
4. To identify the effect of risk assessment on organizational culture

1.4 Research Questions

1. What is the effect of compliance on organizational culture?
2. How do controls influence organizational culture?
3. How does consulting and operations influence organizational culture?
4. What is the role of risk assessment on organizational culture?

1.5 Hypothesis

There is a significant relationship between auditing practices and organizational culture

1.6 Scope of the Study

1.6.1 Content scope

The study examined the relationship between auditing practices and organization culture at GIZ South Sudan. The study basically looked at multiple disciplines among others like Human

Resource Management, Strategic Human Resource Management, Change Management, Culture, Operations Management, Organization Behavior and Organization Development. The study generally looked at four objectives in the independent variable auditing practices and dependent variable being organizational culture. The study has four specific objectives namely; compliance, controls, consulting and risk assessment and how all these influence organizational culture. The intervening variables are education and socio-cultural factors.

1.6.2 Geographical Scope

The research was carried at GIZ South Sudan Company in Juba plot 23A located at Juba City Council, Central Equatoria State- Juba South Sudan next to Paradise Hotel -Juba after Mondoria round-about under the department of administration, accounting and finance where Technical advisors, Consultants, Field staff, Support staff (HR, Procurement and Logistics, Drivers, cleaners etc.) were used as respondents with most emphasis on how auditing practices affect organizational culture. This geographical scope was chosen as the researcher has easy access to it

1.6.3 Time Scope

The study focused on the period between 2012 and 2016 when GIZ South Sudan started offering services to the Government of South Sudan after the signing of the Comprehensive Peace Agreement (CPA) in 2005 that led to the secession of South Sudan in the 2011 vote for self-independence (referendum) of the Southerners from the North. The actual research started from September 2015 to November 2016. This time scope was chosen to measure GIZ South Sudan tremendous investments and developments in the past years

1.7 Significance of the Study

At policy level, the findings of the study will provide feedback to and help the management of GIZ South Sudan and other stakeholders on how everyone can be involved in enhancing effectiveness and efficiency for service delivery through the recommendation of the study. This may help such organizations to adopt recommendations so as to improve on service delivery.

The study will equip managers in the organization to understand the concept of management auditing practices and its aspects and how the auditing practices affects organizational culture and then deduce conclusions on how the effects of auditing practices can be managed. This may be done in the recommendations that will be suggested in this study.

To the researcher, the study will provide professional skills and deepen the understanding of auditing and how it affects organizational culture and also improve the currently scanty literature on the relationship between auditing practices and organizational culture. The study will as well enhance the knowledge and understanding of the stakeholders.

The study will generate up-to-date information and hence add to the existing volume of knowledge on auditing practices in South Sudan where such research on the relationship between auditing practices and organizational culture is still limited. This could also help other organizations i.e. local, national or international to learn from the findings and recommendations of this study.

The intervening role of education and socio-cultural factors is looked at in this study so it will guide the organizations by aligning the working environment (policies and procedures as well as top management support) with the culture and auditing practices.

Finally, the study will act as a basis for further research that will be conducted to assess the relationship of auditing practices and organizational culture. The recommendations made out of the findings of this research are of great significance for studies and references for schools, colleges, university and the country in their policy design strategies.

1.8 Justification of the Study

The study is justified because in South Sudan, the NGOs and international organizations, community based organizations, national and civil society organizations and other government institutions are perceived to be profit making organizations and sometimes referred to as "Suitcase or briefcase organizations" and are in most cases considered to have poor service delivery despite them being core in rendering services to the communities as evidenced by improved water and sanitation infrastructures and systems put in place by the company (GIZ South Sudan) as contained in the report published by BMZ Germany in July 2015. The study is therefore timely as it comes at a time when different organizations both governmental and non-governmental are trying to ensure service delivery is improved through the implementation of the Public Service Reform Program initiatives and therefore through such research initiatives and its recommendations auditing practices will be more successful.

Prior studies have shown that very little research has been carried out in South Sudan to determine how auditing practices can influences organizational culture. The study is meant to assess if the relationship exists and guide managers when introducing auditing practices strategies to focus on various aspects like organization culture as opposed to simply automating the processes.

There is need to emphasize the need for auditing in NGOs and institutions operating in South Sudan where the level of corruption is high and South Sudan was ranked as third most corrupt country by Transparency International report of 2015.

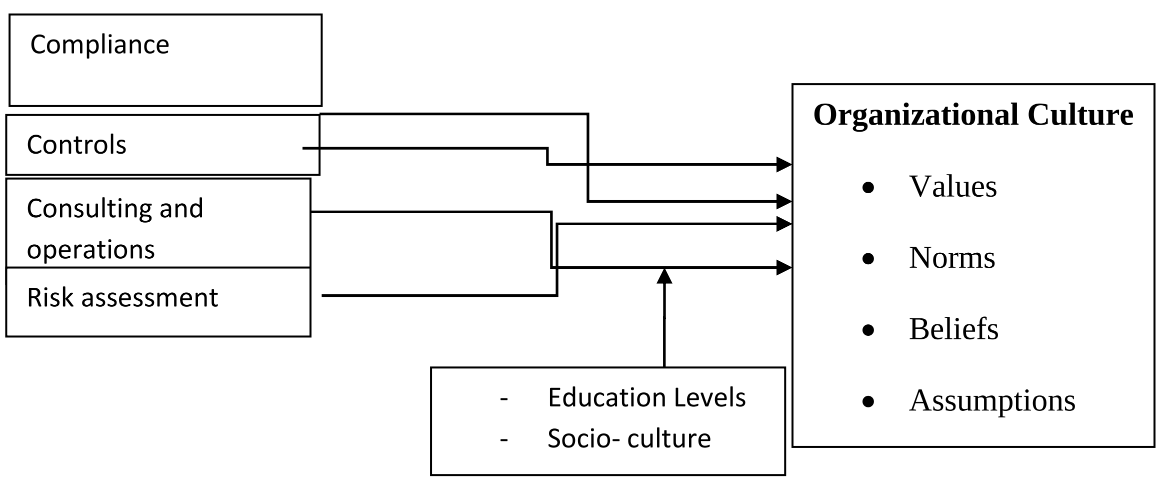
1.9 Conceptual Framework

The conceptual framework is a representation of the research variables meant to serve as a basis to better understand the interrelation between the two concepts. It illustrates that auditing practices influences Organisation Culture and this is further affected by intervening variables namely; education and socio-cultural factors. It may be important to note that the relationship of both concepts can have a direct or indirect effect on the overall performance of an organization as well as service delivery

The concept of auditing is guided by Chartered Institute of Internal Auditors July 2014. The context of audit has four tenets: compliance; controls; consulting and risk assessment and organizational culture has silent tenets of norms, assumptions, values and beliefs.

Figure 1: Conceptual framework

Independent variable (Auditing practices) **Dependent variable** (Organizational culture



Sources: Moderated by researcher …Chartered Institute of Internal Auditors, P. 15, 2015; O'Donnel and Boyle, 2008, P.6

The framework is conceptualized that in auditing practices, there is compliance, controls, consulting, risk assessment and the way in which these aspects significantly influence the organizational culture in the organization, in terms of beliefs, norms, assumption and values. In other words, the manner in which auditing practices aspects are handled will influence the way things are done in the organization. This inter-relation is moderated by the work environment.

If auditing is to succeed, the top management should play a key role and support the existing policies, processes and procedures. In addition to this, organizational culture stems from top management and later trickles down and it is formed on the basis of the policies, processes and procedures existing in the organization.

In line with the organizational culture theory of Schein (1990), the concept of organizational culture in the above framework will be based on three interrelated levels (basic assumptions, beliefs, values and norms). In order to positively influence or change the culture of an organization, it is crucial to be aware of these levels and the conceptual mechanisms of their interrelation (Grau and Moormann (2014). In summary, auditing practices will be based on compliance, controls, consulting and risk assessment.

1.10 Operational Definitions

Auditing; auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

Organizational culture; organizational culture is understood as a stable system of beliefs and assumptions that exist and persist overtime within an organization. Organizational cultures are socially desirable values that guide individual decisions and behavior in the workplace.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter explores and examines the literature elaborated by other scholars on the topic of study. A number of researches have been conducted on auditing practices and organizational culture. The literature is organized according to the objectives of the study.

2.1 Theoretical Perspective

The study was guided by the Max Weber Theory of Bureaucracy and the Vroom's expectancy theory.

2.1.1 Max Weber Theory of Bureaucracy

The term ‘bureaucracy’ has been widely used with invidious connotations directed at government and business. According to Max Weber bureaucracy is an old tool, very rigid and not appropriate modern management tool. This management tool establishes, rules, procedures, systems and processes that are carefully selected, clearly related to the company, and fairly enforced, hence enabling management to better manage the workplace and workers. Bureaucracy is an administrative system designed to accomplish large-scale administrative tasks by systematically coordinating the work of many individuals. The basic feature of bureaucratic organization is that there is hierarchy of positions in the organization. Hierarchy is a system of ranking various positions in descending scale from top to bottom of the organization. In bureaucratic organization, offices also follow the principle of hierarchy where each lower office is subject to control and supervision by higher office thus no office is left uncontrolled in the organization and this becomes a fundamental concept of hierarchy in bureaucratic organization.

This hierarchy serves as line of communication and delegation of authority. It implies that communication coming down or going up must pass through each position. Similarly, a subordinate will get authority from his immediate superior. However, this hierarchy is net unitary but sub-pyramids of officials within the large organization corresponding, functional divisions exist. Thus, there are offices with the same amount of authority but with different kinds of functions operating in different areas of competence and the authority and power of the offices are diffused and well-balanced.

Weber observed three types of power in organizations: traditional, charismatic and rational-legal or bureaucratic. He emphasized that bureaucratic type of power is the ideal one. Weber gave a number of features of bureaucracy. Accordingly, Max Weber suggested the characteristics of bureaucratic organizations as; organizations that generally have administrative class responsible for maintaining coordinative activities of the members and features under this class given by Weber are, people are paid and are whole time employees, they receive salary and other perquisites normally based on their positions, the tenure of employees in the organization is determined by the rules and regulations of the organization, they do not have any proprietary interest in the organization and only selected to work for the purpose of employment based on their competence. Work of the organization is divided on the basis of specialization to take the advantages of division of labor. Each office in the bureaucratic organization has specific sphere of competence. This involves a sphere of obligations to perform functions which have been marked off as part of a systematic, division of labor that involves provision of the incumbent with necessary authority to carry out these functions and the necessary means of compulsion are clearly defined and their use is subject to definite conditions. Each staff adhere to rules that provide the benefits of stability, continuity, and predictability and each official knows precisely the outcome of his/her behavior in a particular matter.

Thus, division of labor tries to ensure that each office has a clearly-defined area of competence within the organization and each official knows the areas in which he/she operates and the areas in which he/she must abstain from action so that he/she does not overstep the boundary between his/her role and those of others. Further, division of labor also tries to ensure that no work is left uncovered. Therefore, central to Max Weber's management is the mandate to only hire employees who possess the specific skill set the job requires. Weber worried about the impact of nepotism, fearing companies would hire people not qualified for a job, and this would hinder the efficiency of the entire company and strongly advocated that there should be an assessment of an applicant's abilities so that the company ensures and hires only those who are a good fit for the job and the company. A basic and most emphasized feature of bureaucratic organization is that administrative process is continuous and governed by official rules and has the antithesis of ad hoc, temporary and unstable relations (Weber, 1922). Weber supports that there should be a rational approach to organization calls for a system of maintaining rules to ensure twin requirements of uniformity and coordination of efforts by individual members in the organization. The efficiency in bureaucratic organization comes through rationality and predictability of behavior because everyone knows the consequence of his/her action undertaken. Weber (1922) notes that notable feature of bureaucracy is that relationships among individuals are governed through the system of official authority and rules. Official positions are free from personal involvement, emotions and sentiments. Thus, decisions are governed by rational factors rather than personal factors. This impersonality concept is used in dealing with organizational relations as well as relations between the organization and outsiders. Bureaucratic organizations are characterized by maintenance of proper official records. The decisions and activities of the organization are formally recorded and preserved for future reference. This is made possible by extensive use of filling system in the organization. An official record is almost regarded as encyclopedia of various activities performed by the people in the organization. Weber pointed out that bureaucracy encompasses the following benefits; rules and procedures decided for every work leads to consistency in employee behavior since employees are bound to follow the rules and makes the management process to become easy, the duties and responsibilities of each job are clearly defined and there is no question of overlapping or conflicting job duties, the selection process and promotion procedures are based on merit and expertise that assists in putting right persons on right jobs hence optimum utilization of human resources, the division of labor assists workers in becoming experts in their jobs thus performance of employees improves considerably and lastly the company does not suffer when some persons leave it.

However, Weber's theory of bureaucracy is been criticized because of its inefficiency and has been termed as a symbol of inefficiency in the modern organizations. There are many dysfunctional aspects of bureaucracy which is referred to as bureau pathology. Bureaucracy has many shortcomings and is, therefore, not suitable for management. The major problems of bureaucracy is that it has invalidity of bureaucracy assumptions and goal displacement, united consequences, in human and closers-system perspective, rules are normally provided for guidelines but often they become source of inefficiency because of too much emphasis on rules, their misuse, and people's apathy from rule, rigid organizational hierarchy works against efficiency which over emphasizes on superior subordinate relationships which is detrimental to congenial organizational climate. It should be recalled that, in dealing with people, total impersonal approach cannot be adopted because people have feelings, emotions and sentiments which affect decision. Thus, people cannot work totally according to rules and prescriptions.

2.1.2 Expectancy Theory

The expectancy theory of motivation developed by Vroom in 1964 has become a commonly accepted theory for explaining how individuals make decisions regarding various behavioral alternatives. Vroom's expectancy theory assumes that behavior results from conscious choices among alternatives whose purpose is to maximize pleasure and to minimize pain. Vroom realized that an employee's performance is based on individual factors such as personality, skills, knowledge, experience and abilities. He stated that effort, performance and motivation are linked in a person's motivation and that Expectancy, Instrumentality, and Valance interact together to create a motivational force for an employee to work towards pleasure and avoid pain.

The motivational force is the product of the three perceptions and the formula for this force is: MF = Expectancy x Instrumentality x Valence. Expectancy refers to employees' different expectations and levels of confidence about what they are capable of doing. Expectancy theory offers the following propositions: First, when deciding among behavioral options, individuals select the option with the greatest motivation forces (MF). Secondly, the motivational force for a behavior, action, or task is a function of three distinct perceptions: It is the belief that increased effort will lead to increased performance that is the belief that effort will lead to first order outcomes. Based on the perceived effort-performance relationship, it is the expectancy that one's effort will lead to the desired performance and is based on past experience, self-confidence, and the perceived difficulty of the performance goal.

Instrumentality refers to the perception of employees whether they will actually receive what they desire, even if it has been promised by a manager. The perceived link between first order and second order outcomes. It is the belief that if you perform well that a valued outcome will be received. Based on the perceived performance-reward relationship, the instrumentality is the belief that if one does meet performance expectations, he or she will receive a greater reward. Valence refers to emotional orientations which people hold with respect to outcomes or rewards, that is, the value a person attaches to first and second order outcomes. It also refers to the value the individual personally places on the rewards. It is the importance that the individual places upon the expected outcome. For the valence to be positive, the person must prefer attaining the outcome to not attaining it.

Vroom points that expectancy theory has three important elements namely; effort-performance expectancy (E>P expectancy) and performance-outcome expectancy (P>O expectancy). E>P expectancy: our assessment of the probability that our efforts will lead to the required performance level. P>O expectancy: our assessment of the probability that our successful performance will lead to certain outcomes. Crucially, Vroom's expectancy theory at glance would seem most applicable to a traditional-attitude work situation where how motivated the employee is depends on whether they want the reward or offer for doing a good job and whether they believe more effort will lead to that reward. However, it could equally apply to any situation where someone does something because they expect a certain outcome. Thus, Vroom's expectancy theory of motivation is not about self-interest in rewards but about the associations people make towards expected outcomes and the contribution they feel they can make towards those outcomes.

2.2 Auditing Practices and Organizational Culture

2.2.1 Auditing Practices

Auditing is an important element of the public organizations management because of the public control that grows bigger and bigger as municipalities are getting more and more responsibilities (Shlomo and Idit, 2007). Burrowes and Persson (2000), notes that an auditor can provide much information to measure and oversee important factors and indicators that can play an important role in the organization in the future. Auditing is seen as a means of protection. Small businesses are generally managed by their owners, who are well aware of what is happening within the business. As businesses grow, the close control that the owner/managers are able to give the business becomes more difficult and once an organization becomes too large for the direct monitoring of the critical aspect of the organization's activities by the principals of the organization, some form of additional monitoring will be required and this is generally described in most modern literature as "audit" (Shlomo and Idit, 2007). The form and nature of this "audit" is driven by how it is appointed. If the appointment is driven by the needs of government regulation, to keep shareholders informed, then the appointment is considered to be that of an external audit (Australia Government, 2005). There are, however, other influences on organizations that may lead to the appointment by the organization of "internal auditors". The duties of the internal auditor are set by management. Internal auditors have become so numerous that they have formed a professional body, the Institute of Internal Auditors (IIA).

As with most professional bodies of employees the IIA supports its members by laying out professional guidelines that cover the roles an internal auditor should undertake. The IIA holds that internal auditors are appointed by the management of an organization for a "number of purposes" (IIA, 1999).These purposes include ensuring that information generated by the organization and delivered to management is accurate. The internal auditor is also required to ensure the organization is properly protected from its business risks or at least is making informed decisions about these risks (Ernst and Young, 2006). The IIA would consider that internal audit is a comparatively wide brief encompassing a wide range of activities beyond simply verifying the books of account for management (IIA, 1999).

Internal auditors understand risk management concepts and the value proposition better than most employees (IIA, 2011). The firm that employs an internal auditor has generally reached a size where the senior management can no longer observe all the key operations. Thus, the internal auditor is appointed to gather information about the integrity of the operations of the company and report back to management. The nature of this information and the breadth and depth of the internal audit brief will be set by senior management, or in a growing number of organizations, at board level. Thus, the brief may be relatively confined or very broad. The IIA sees the role as a broad one, thus, it is possible that roles to which management or the board in one company give a special title, would be seen in another company or by the IIA as an internal audit role. The IIA handbook includes the scope of work that an internal auditor may perform "review of quality of performance". The researcher reiterates, however, that these are merely suggested starting points as there is no one right way to do it. Internal audit will both integrate culture as part of every audit and conduct thematic reviews of individual audit report and assessments of business areas.

Ernst and Young (2006) notes that variety of audits are performed in the review of campus programs and resources and these audits include operations audits which examine the use of resources to determine if resources to fulfill the organization's mission and objectives are achieved, financial audits which review accounting and financial transactions to determine if commitments, authorizations, and receipt and disbursement of funds are properly and accurately recorded and reported; compliance audits determine if entities are complying with applicable laws, regulations, policies and procedures. Other audits amongst others include; information systems audits: These audits review the internal control environment of automated information processing systems and how people use these systems. Internal control reviews which focus on the components of the major business activities include; performance auditing which provides information to a government organization, program, activity or function by contributing the accountability.

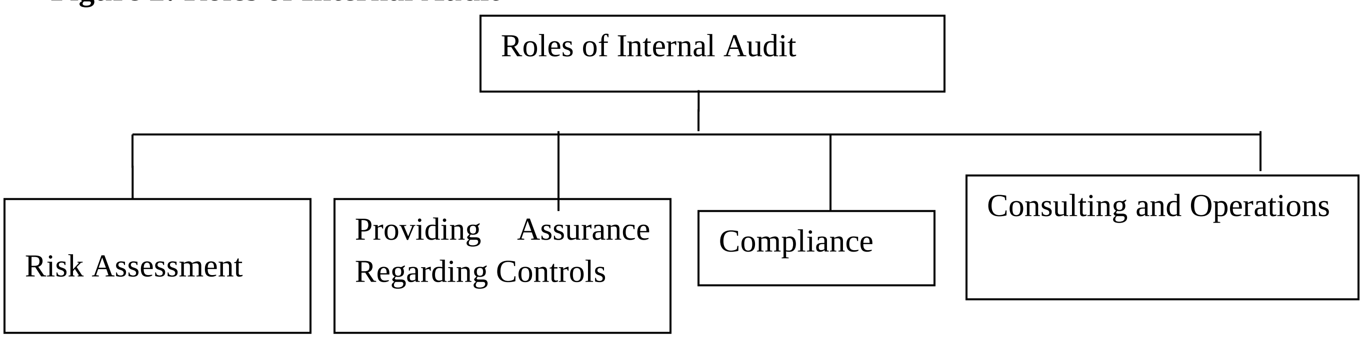
Improving an organization's efficiency and effectiveness is one of the purposes of conducting auditing (Tilleman and Bogt, 2010). Therefore, according to the auditing profession, auditing standards offer the benefits of reduction in the difference which currently exists between audit reports and thereby enabling better understanding of the message the auditor wishes to convey, secondly auditing helps to set principles which will help professional judgment to choose the relevant audit tasks to perform and lastly auditing is an aid in persuading clients that the procedures which the auditors wish to carry out is necessary. Nowadays, the demand for auditors exists in the process of the communication of accounting information by which this information is transmitted to interested parties. The auditor is needed as an independent third party to "establish a degree of correspondence between assertions made by management and user criteria" (Soltani, 2007). The audit gives results in four conditions namely; conflict of interest, consequences, complexity and remoteness. Because of the interaction of these four conditions, the users need the independent auditor to assist them to understand the information received. In the UK, the need for an audit has also been stipulated by the Companies Act 1985 which “requires all companies to appoint an auditor” (Letza, 1995) and regulates the functions the auditor has to perform, including the examination of the company’s annual financial accounts. Audit is represented as a process designed to evaluate the credibility of information of a company’s financial statements. According to Humphrey (1997), “auditing is not regarded as an exact science, designed to specify to 100 per cent accuracy the information contained in the financial statements. It is more a process of judgment, concerned to ensure that the information is reasonably accurate, true and fair, not true and correct, sufficient rather than absolute”.

Wallace (1980) identified three hypotheses to explain the demand for auditing: the stewardship hypothesis, the information hypothesis and the insurance hypothesis. The stewardship hypothesis is best explained by the use of the agency theory. The theory describes the relationship between the management of a company and its shareholders. It is assumed that the agent has a considerable advantage over the principal, for he possesses more information about the value of the company. This is also known as information-asymmetry and may lead to conflicts of interest between the shareholders and managers. In order for the shareholders to be able to rely on the information given by the management,” there is an incentive for both managers and outside investors to engage reputable auditors” (Hayes et al., 2005). The audit function adds to the credibility of information, for users can have more confidence in the information, which assists them in their decisions. Although external auditing cannot be expected to eliminate information-asymmetry, it can diminish the effect of this asymmetry on a company’s value (Soltani, 2007). Another theory, based on public perception, is the lending credibility theory. The key issue of this theory is likewise the addition of credibility to the financial statements and the reduction of the information-asymmetry. Stakeholders need a guarantee for a “fair representation of the economic value of the firm” (Hayes et al., 2005).

Given a situation of uncertainty, the demand for auditing has several possible explanations. The first one is the general belief that an audit enhances the reliability and credibility of financial statement data and provides assurance to users about their decisions. Another explanation is the dependence of the investors on the audit to produce information helpful in estimating risk, even if the audit results do nothing more than confirm the investor's expectations and beliefs about their decisions (Soltani, 2007). The insurance hypothesis adds a supposition that the demand for auditing is created when the auditor acts as a guarantor for users against the risk of loss. According to Limperg's theory of inspired confidence, "the demand for audit services is the direct consequence of the participation of outside stakeholders (third parties) in the economy" (Hayes et al; 2005). Therefore, since the information given to the stakeholders by the management might be biased, an audit of this information is needed. The fourth theory explains the demand for audit services as a policeman theory, it restrains the auditor's responsibilities on "arithmetical accuracy and on the prevention and detection of fraud" (Hayes et al., 2005).

Several attitudes do exist concerning the expectations of the purpose and operation of the audit. Humphrey (1997) provides the most notable distinctions between views of auditing: as a socially oriented function, in which "the auditors are portrayed as ethical, socially responsible individuals", and auditing as a monopolistic business. The internal audit function plays a unique role in the governance process; indeed it is a role that is being widely debated. Dana (2003) believed that the outcome of this debate will dramatically influence the nature of the internal audit activity in the years to come and also believed that researchers can contribute to this debate through a wide range of research methodologies. Management often calls upon internal auditors to help provide them with assurance that; risks are effectively identified and monitored, organizational processes are effectively controlled, and that Organizational processes are efficient or effective. In this structure, the IAF plays a unique role. The early internal audit literature, for example, Auditor Sawyer of the IAF often portrayed internal auditors as the "eyes and ears of management." In other words, internal audit has played an active role in implementing effective governance and controls while being asked to assess the effectiveness of management's control practices. Auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations (Soltani, 2007). It helps an organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes (Larry, 2003).

Figure 2: Roles of Internal Audit



Source: Hermanson et al 2003

The IAF has historically contributed to an organization's understanding of risk and control in a number of diverse ways namely; internal auditors have assessed existing risk of audited area and report that assessment to management, audit committee, or both by developing a plan to systematically assess risk across the organization, lead the risk management activities when a void has occurred within the organization, facilitated risk assessment through risk self-assessment techniques. They have also evaluated risks associated with new computing developments and stop the project if risks are not controlled at predetermined acceptable levels and assisting management in implementing a risk model across the organization.

2.2.2 Organizational Culture

Organizational culture is understood as a stable system of beliefs and assumptions that exist and persist overtime within an organization. According to McShane, (2000), organizational culture is the value that guides individual decisions and behavior in the workplace. Denison (1995) also suggests that culture can be studied as an integral part of the change process and that certain cultural traits may be utilized as predictors of an organization's performance and effectiveness. Values are socially desirable, so what people say they value (called espoused values) may differ from what they truly value (enacted values). Espoused values establish the public image that corporate leaders want to display whereas enacted values are values-in-use.

According to Bruce (2009), organizational culture is increasingly understood as a company asset that can be used to increase business performance. The culture of an organization eminently influences its myriad decisions and actions. A company's prevailing ideas, values, attitudes and beliefs guide the way in which its employees think, feel and act. Therefore, understanding culture is fundamental to the description and analysis of organizational phenomena (Bruce, 2009). Hodgetts and Luthans (2003), define the different characteristics that are associated with the culture of organization. Culture may equally be defined as a system of common values which can be estimated that people describe the similar organization culture even with different background at different levels within the organization (Robbins et al, 2007). Organizational culture is a concept which includes belief, ideology, custom, norm, tradition, knowledge and technology that is an essential factor that could influence the behavior of an organization and its members (Akma et al., 2014). Organizational culture is the set of important assumptions often unstated that members of an organization share in common (Muya, 2012). When beliefs and values are shared in an organization, they create a corporate culture (Azhar, 2003). Stewart

(2010) stated that organization's norms and values have a strong effect on all of those who are attached with the organization. It is considered by him that norms are invisible but if the organizations want to improve the performance of the employees and profitability, norms are places first to look.

Sixsmith (2008), explained dimensions of organizational culture in six ways namely; employee Oriented organization which cares for its employees and is concerned about their work-life balance and personal life whereas job oriented organization which cares only for getting the job done and not about the happiness of its employees. Parochial dimension is where employees possess a personal culture matching that of the organization. This culture is predominant in organizations which retain employees for long terms as opposed to short term contractor types while Professional dimension is usually held by contractors whose personal cultures do not match any organizations culture.

Sixsmith (2008) notes that open and closed System dimensions relate to the ease in which new members fit in, the availability of information and the ease of its accessibility. Open systems, to an extent, have freedom of information, have open employees and new members can fit in painlessly, while closed systems usually have secretive management, information is hard to obtain and new members are slowly inducted. Loosely controlled organization is seen as a relaxed environment where meeting times and budgets are loosely kept and management is easy-going while tightly controlled organization is seen to be a strict environment with stringent rules, tight meeting times and budgets and harsh inflexible rules. Normative environment views following procedures as more important than producing results, whereas in Pragmatic environment producing results is more important than following processes and procedures (Muya, 2012).

There are therefore, competing views in the literature as to the degree to which it is possible to manage culture. Some argue that culture can be directed and controlled, particularly by influential leaders. Others argue that directive, top down change is unlikely to be successful in the long run, and that managing culture is either not possible, or only possible if the complexity of reality is understood and change is progressed in a consensual and longer-term manner. Organizational culture is an important concept and a pervasive one in terms of its impact on organizational change programmes. The literature suggests an ambiguity in terms of the link with organizational performance as strong cultures have been shown to hinder performance (un adaptive) and there is also a problem of isolating the impact of corporate culture on performance. The problems associated with the culture/performance linkage include validation concerns in terms of measurement, as the effect of a particular cultural variable may not affect all performance-related organizational processes in the same way. Researchers also view it as a socially constructed norm and not just a managerial control strategy 'caught not taught'. Hatch (1997) suggests that organizations should aim to manage with cultural awareness and not merely manage the culture.

In conclusion, audit practices and organizational culture are related and has significant direct and indirect influences on employees' attitudes towards, compliance, control, consulting and operations and risk assessment. Therefore, auditing practices that is; compliance, controls, consulting and risk assessment has a significantly positive relationship with organizational Culture

2.3 Compliance and Organizational Culture

According to Ruelas (2016) compliance is often thought of as referring to the relationship of a Compliance and Ethics Program (CEP) and the rules and regulations that apply to the organization. Ruelas (2016) further notes that these rules and regulations typically take the form of local, state, and federal laws. Because these rules and regulations apply to other organizations within the same industry, they tend to provide an opportunity for compliance professionals to discuss how their respective organizations are working to satisfy the requirements that these rules and regulations demand. Decision Sciences Journal (2012) notes that top management participation in company processes and procedures has significant direct and indirect influences on employees' attitudes towards, subjective norm of, and perceived behavioral control over compliance with company policies. Compliance helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. According to Ruelas (2016) laws that provide the basis for the underlying requirements for what an organization must do to operate legally within its industry are often well codified and easily accessible. In addition, because these are based on laws, a compliance professional can monitor legislative activity to identify if new laws are being considered or if changes to current laws are proposed. Just as finalized laws are relatively easy to find, many law-making bodies provide public notices on their activities, which can serve as early signals of potential, impending changes. Ruelas (2016) argues that although rules and regulations may be readily available and accessible to compliance professionals, this doesn't necessary mean that all compliance professionals may agree on the meaning of these rules and regulations, and they may also differ on how they will implement mechanisms within their respective organizations to satisfy these rules. However, this variability of how different compliance professionals may respond to these rules and regulations is often a matter of choice or preference that may be driven by factors that are specific to the organization.

The IIA's principal interest is to promote compliance initiatives that provide the maximum overall effectiveness in helping achieve the organization's strategic objectives. It should be noted that the management participation strongly influences organizational culture which in turn impacts employees' attitudes towards perceived behavioral control over compliance with company policies. According to Boundless (2015), Management can be described as the people who design an organization's structures and processes and determine how different aspects of the organization interact. Furthermore, it is noted that the effects of top management participation and organizational culture on employee behavioral intentions are fully mediated by employee cognitive beliefs about compliance with company policies (Decision Sciences Journal, 2012)

When designing an organization, managers must consider characteristics such as simplicity, flexibility, reliability, economy, and acceptability. According to Kandula (2006), the key to good performance is a strong culture. He further maintains that due to difference in organizational culture, some strategies do not yield same results for two organizations in the same industry and in the same location. Different levels of management participate in different components of this design process that create the initial organizational architecture and structure. Murphy and Cleveland (1995) believe that organizational design is largely a function based on systems thinking. Systems thinking involves identifying the moving parts within an organization that add value and ensuring that these parts function together as an effective and efficient whole. Perspective is essential in systems thinking: a manager's role in organizational design is to refrain from thinking of departments, individuals, processes, and problems as separate from the system and instead think of them as indivisible components of the broader organizational process. A positive and strong culture can make an average individual perform and achieve brilliantly whereas a negative and weak culture may de-motivate an outstanding employee to underperform and end up with no achievement. The values of compliance and organization culture often take the form of social responsibility as it relates to how the organization works to be a responsible corporate citizen in the community in which it operates, or how the organization works to protect the environment above and beyond what it must do to meet regulatory requirements (Ruelas, 2016). Therefore, the culture of an organization is the value system that is generated from within the organization, often attributed to the culture that exists within an organization. This close relationship between an organization's culture and its value system is what makes the values that impact the behaviors of employees so unique to each organization.

Therefore, organizational culture has an active and direct role in compliance practices. Murphy and Cleveland (1995) believe that research on culture will contribute to the understanding of performance management. Magee (2002) contends that without considering the impact of organizational culture, organizational practices such as auditing practices could be counterproductive because the two are interdependent and change in one will impact the other. Organizations can be viewed as systems in which management creates the architecture for the system of production. Managers' role in organizational design is central but must be understood in the context of their overall responsibilities within the organization. Management operates through functions such as planning, organizing, staffing, leading/directing, controlling/monitoring, and motivation. These functions enable management to create strategies and compile resources to lead operations and monitor outputs. Magee (2002) notes that the amount of time a manager spends on each function depends on the level of management and the needs of the organization which play a role in organizational performance. Zalami (2005) supports that culture can either facilitate or inhibit institutional transformation depending on whether or not the existing culture is aligned with the goals of the proposed change.

2.4 Control and Organizational Culture

An examination of the existing research and literature identified four key conditions that were consistently argued to affect employee perceptions of control and accountability. These are related to expectations, feedback, integrity and the perceived importance, or salience, of the work as shown in the figure below.

The core of control and accountability involves an evaluation of whether expectations are met (Frink, 2004). Hall et al., (2003) notes that there is a strong argument that the clarity of expectations is one of the most critical aspects of control and accountability. The logic behind the argument is that employees cannot be held accountable for expectations they are unaware of or don't understand. Also, employees cannot argue ignorance if expectations are made absolutely clear to them. If expectations are inappropriate, employees may not possess the resources to achieve them and they are less likely to be met. In addition, if expectations are perceived as unachievable employees are unlikely to invest the effort required to meet them. Implied in this understanding of expectations is that unclear, inappropriate or unachievable expectations can lead to negative perceptions of accountability (Breaux, 2009). Research has shown that stress results when expectations are vague or manipulated by others for self-gain (Breaux, 2009).

Frink (2004) argues that in order for control to influence individual behavior, there must be feedback system. According to Hall et al (2006) control serves two primary functions, when appropriately used, control provides positive and negative reinforcement to shape behavior in the desired direction, and it also encourages learning and understanding. The complexity of expectations in dynamic modern organizations gives added significance to the role of control in deepening and bringing clarity to understanding of the match between expectations and individual performance. Research has shown that performance based control and rewards enhance individual Performance and motivation aligns employee behavior with organizational goals (Podsakoff et al., 2006). It seems that it is critical that control is both consistent and fair (Sparr and Sonnetag, 2008). Control is usually delivered by leaders and it is also important to note that the effectiveness of control is often mediated by the quality of the employee/leader relationship (Anseel, 2007). On another development, integrity refers to the extent to which real consequence follow failure to meet expectations. This aspect of control and accountability extends beyond punishment, negative feedback or formal disciplinary procedures speaks a sense of consistency, fairness and ultimately the integrity of leadership. Integrity requires fairness and consistency between words and actions (Palanski and Yammarino, 2009). The importance of perceptions of organizational fairness and consistency to individual attitudes and behaviors is well known (Colquitt et al., 2001) and research has consistently shown that leadership integrity is critical to effective leadership (Palanski andYammarino, 2009). If employees perceive a failure of leaders to follow through with consequences they are less likely to ensure their own behavior is consistent with organizational expectations (Dineen, Lewicki, and Tomlinson, 2006).

Traditional job design literature describes salience as the degree to which employees feel that their work contributes to the organization in important ways or impacts others (Hackman and Oldham, 1976). It presents salience as a key motivator of performance. More recently the importance of salience in determining priorities has been highlighted (Hall et al., 2007). In the context of control and accountability, salience refers to the organizational reality that expectations exist on a continuum of importance, with the most important expectations more likely to be met.

2.5 Consulting and Operations and Organizational Culture

Consulting is a process that contains expressing, listening and understanding among team members (Banerji and Dayal, 2005). Similarly, emphasizing social aspect of communication, communication that takes part on the base of social life and forms the content of organizational structure is a process which aims at conducting good relationships between groups and organizations (Dogan, 2005). Price (1997) defined organizational consulting as the degree to which information about the job is transmitted by an organization to its members and among members of the organization. Ayatse (2005) observed that consultation is needed to establish and disseminate the goals of the enterprise, this is because the competencies and skills they possess will enable them to exhibit work behaviors appropriate and relevant to the performance of the job. It is further theorized that employees are likely to be more productive if their performance is rewarded assuming that the reward received has value to them, as argued by the expectancy theory (Vroom Victor, 1964). Communication is vital in organizations and as such Orpen (1997) argued that consultations among team members have a vital role in the failure or accomplishment of any organization, it is used for the purpose of resolving the contradictions in work organization in order that such organization may progress.

According to Ince and Gül (2001), communication is the exchange of ideas, emotions and opinions through words, letters and symbols among two or more people. He states that this may be defined as a technical fact yet it is uncertain whether symbols are transferred truly or not, to what extent symbols meet the transmitted message and how effective transmitted fact on the receiver (Kalla, 2005). Without consultations in the work place through readings, listening (the receptive skills), speaking and writing (the productive skills) mankind would find it difficult to unravel some of the mysteries of life. Altinöz (2008) echoes that consulting works as a means through which the task and the resources needed to carry out an assignment, the roles and duties and the expected results are made known to the subordinates. Employee communication is the dissemination of information which is related to the daily performance of an employer’s job and also important if the worker is expected to be an effective member of staff. It connotes a consideration of human beings as a vital resource (Buchanan and Doyle, 1999). Myers and Myers (1982) defined organizational communication as “the central binding force that permits coordination among people and thus allows for organized behavior,” and (Rogers and Rogers, 1976) who argued that “the behavior of individuals in organizations is best understood from a communication point of view.”

Consulting is said to be the foundation for sound management, consultations help in greater coordination and interaction among workers, good communication helps in motivating the workers, and communication helps in establishing links between different hierarchies and functions of management, consultations clears confusion, misunderstanding and delays in administration, it helps in achieving maximum productivity with minimum cost, it helps in building genuine human relation. Communication is not only an essential aspect of these recent organizational changes, but effective communication can be seen as the foundation of modern organizations (von Krogh et al., 2000). Rowe, (2001) asserts that effective communication is needed for management to develop and sustain a competitive advantage for organizational performance and improvement. Effective communication between leaders and employees is critically important for the potential success of a company. Leaders need to enact strategies to improve communication that could lead to positive work consequences (Gray and Laidlaw, 2002). Improvements in supervisor-subordinate communication will assist organizations toward the goal of managing diversity by promoting equality and integration in the workplace. Gray and

Laidlaw (2002) notes that effective communication succeeds when employees support the leader and the organization if there is a belief that employees' efforts will be rewarded.

Cooke and Szumal (2000) argue that although organizational consultations and outcomes are influenced by myriad factors, the organization's operational norms are expected to have effects that are discernible and significant. Therefore, communication succeeds when initiating response or responding to change and leadership is inextricably linked to the credibility of those leading. Constituents will become willingly involved to the extent that they believe in those sponsoring the change (Desanctis and Janet, 1999). The association between employee satisfaction and job performance suggests that an important contributor to the employee's engagement within the organization is the leader employee relationship. Foong (2001) concludes that managers use leadership behaviors to influence employees and their performance. Lee and Chuang (2009) explain that an excellent leader not only inspires subordinates, giving them the potential to enhance efficiency, but also meets their requirements in the process of achieving organizational goals. Poor leadership styles lead to poor consultations and can have negative effects on workers performance and in turn productivity. The process by which employees are made aware of organizational goals and their involvement in the achievement of them is recognized to play an important role in fostering job commitment. (Ooi et al., 2006) finds organizational communication to have an important positive association with affective commitment, while Brunetto and Farr-Whartons, (2004) findings suggest "a strong relationship between communication processes and job satisfaction and affective job commitment".

Research has shown that "when employee needs are met through satisfying consultations, employees are more likely to build effective work relationships" (Gray and Laidlow, 2004), quoted in (Tsai and Chuang, 2009). This "research satisfaction" "the sum total of an individual's satisfaction with information flow and relationship variables" (Downs and Hazen, 1977, in Tsai and Chuang 2009) has been correlated with key variables such as job performance and turnover rates. In other words, the ways in which information flows and operations are done in an organization is critical to the way that personnel understand their relationship to and within the organization. In short as Chen (2008) stated, each passing study seems to reveal that the relationship between internal/employee communication and corporate effectiveness is more significant than what has previously been assumed.

2.6 Risk Assessment and Organizational Culture

Cindy et al. (2010), notes that a culture of ethics and compliance is at the core of a strong risk management program. In a business environment where reputational threats creep around every corner, a strong culture of ethics and compliance is the foundation of a robust risk management program (Cindy et al., 2010). The lessons learned related to scandals and organizational crises that trace back to the early 2000s make one thing clear: without an ethical and compliant culture, organizations will always be at risk (Deloitte, 2014). Deloitte, (2014) argues that if the culture of the organization does not support principled performance, then all of the people, processes, and technologies that are put in place to mitigate ethics and compliance risks cannot be effective. As a fundamental component of an effective ethics and compliance program, culture is now referenced by the U.S. Federal Sentencing Guidelines, which include expectations for organizations to promote an "organizational culture that encourages ethical conduct" and "compliance with the law." Furthermore, the Organisation for Economic Co-operation and Development's (OECD's) Convention on Combating Bribery of Foreign Public Officials in International Business Transactions refers to the importance of a strong culture of organizational ethics that combat risks.

O’Donnell and Boyle (2008) supports that an organization is a community of people with common interests and shared values, banded together to achieve a common goal and when people work together toward these shared goals, success follows. When organizations are torn apart by distractions that are not aligned at the core, failure follows. Deloitte (2014) notes that building a culture of integrity not only fortifies the organization against risk, but also builds both employee engagement and strong loyalties with all stakeholders. In the long run, a positive culture of integrity is the foundation for an effective ethics and compliance program, which, when properly embedded into an organization, can create a competitive advantage and serve as a valuable organizational asset that minimizes risks. O’Donnell and Boyle (2008) argues that when people get in the way of supporting the culture, they can cause roadblocks and undermine the efforts of the organization and such employees must be identified, counseled, and offered the opportunity to conform to expected behavior, or they should be separated from the organization. Training programs focusing on ethics and compliance to avoid risks are one way to communicate values to individuals who may need additional reinforcement. Performance reviews should be structured to include an evaluation of an individual’s results and should reflect how those results were achieved.

Organizations always look for ways to retain employees that are motivated and engaged as the most important asset to any company is its people who are already acquainted to work policies that minimize risks. Researchers such as Sanchez-Runde and Steers(2002) and Hofstede (2000) have, however, reviewed the topic of organizational preferences in motivation and performance due to cultural differences and how safe employees feel while executing their roles, duties and responsibilities in an organization. Research has revealed that more than half of America’s companies use incentive programs as a new and creative way to both recognize good work and reward it appropriately. Von Krogh et al. (2000) asserts that when rewards are given regularly for excellence and risks associated with the job, the result is a win-win situation. The rewards and incentives are valuable to an employee because they allow workers to learn new skills and pursue advancement opportunities and take risks. Special Events Company like outings that include family members could be a great incentive for many families who may not get an opportunity to go to a ball game or amusement park. Employee appreciation weeks could give a great morale boost and show employees that you want to reward their hard work.

Incentives and rewards for astronomical performances have benefits for both employer and employees. According to Maslow (2009), when workers are recognized and nature of risks involved in the job are considered, their performance and productivity increases as well as morale is given a huge boost. Even though cross-cultural differences play an important role in comparisons of organizations across countries, incentives is the only aspect that has to be considered in enhancing better organizational performance. Business culture is something one adopts from a workplace and it consists of the organization's practices. Recently, it has been well documented that business culture can have a strongly motivating effect on the employees. However, due to national cultural differences, substantial differences can exist between employees' preferences, which one must consider when designing a work situation that promotes the motivation of the individual Ooi et al.,(2006). Several authors have suggested that both national and organizational culture should be taken into account and that one should not underestimate the influence of national culture.

Since values and preferences vary between people from different cultures, management of organizations is likely to differ as well. Foong (2001) asserts that, there is relationship between congruency in a firm's management practices with culture. Several studies have also indicated that norms in the society affect the design of the incentive programs and people's opinions of what are fair rewards for performance. American incentive programs, for example, are characterized by fast promotion and large increases in salary. Demographic characteristics are also thought to affect the shape of reward preferences. Sanchez-Runde, C. and Steers, R.M. (2002) supports that people who live within the same culture but who possess unequal demographic characteristics and risks may have different reward preferences. It should be noticed that organizations are often bound to agreements, set outside the company by parties on the labor market, which may affect how incentive programs and rewards are formed. Sanchez-Runde, C. and Steers, R.M. (2002) asserts that culture affects employee behavior. The researchers ascertain that cultural differences influence work behavior, motivation, and job attitudes in a variety of significant ways. The results of the study also show that cultural variations influence employee preferences for financial incentives, e.g. salary, versus non-financial incentives, such as additional time off. Similarly, cultural differences in uncertainty, risk and control may affect employee preferences for fixed or variable compensation. Culturally-based influences on work motivation and values are, however, in no way universal. Sanchez-Runde, C. and Steers, R.M. (2002) emphasizes that self-efficient beliefs and rewards, incentives and disincentives derived from performance all affect work norms and employee performance goals.

According to Ruelas (2016, managers across organizations not only in the risk function should call for structured approach and fact based mapping to identify and describe potentially damaging tendencies and patterns of behavior that might have previous been hidden from their gaze and then take specific actions to reduce their vulnerability. Deloitte (2014) recommends that in order to minimize and mitigate risks, organizations need to create listening posts, conduct cultural assessments that get at the core of how people behave and what they think, maintain a healthy mood in the middle, much hinges on middle management's ability to translate tone at the top into the policies and practices that drive everyday behavior, keep it interesting, find new and innovative ways to communicate cultural values and reward values-based behavior, encourage storytelling to bring values to life, play fair, reward the right behaviors and penalize the wrong ones, don't play favorites and shout it from the rooftops. Leaders tend to under communicate these values and expectations; in this case, more is better (Deloitte, 2014)

2.7 Intervening Factors Affecting Auditing Practices and Organizational Culture

2.7.1 Education Levels

According to Endrawes (n.d), accounting students and auditors from different cultures will have different audit knowledge. This is due to different accounting education curricula, and current differences in professional bodies' requirements in different cultures. Individuals of the same culture are likely to share similar audit knowledge because they acquired this knowledge through their unique education system and socialization. Church and Schneider (1994) found differences between Australian and US auditors with respect to the evaluation of internal controls. They found that differences in audit knowledge about accounting and auditing are the reason for differences in internal control evaluations.

In addition, Gray's (1988) theory is that accountants are expected to apply accounting reporting rules in a way consistent with their cultural values and their decisions may differ if they are from different cultures. Hofstede (2001) supports this argument. He proposes that the more judgment that a task requires, the more it is ruled by values and thus affected by cultural differences. Given that audit knowledge varies according to experience and culture, audit knowledge differences will most likely affect the interpretation of information during fraud and error tasks and, therefore, the assessment of fraud and error risk. It is reasonable to argue that culture will moderate the relation between educational level and auditing.

2.7.2 Socio- culture

IRCA (2015) says that during the course of a career, an auditor may be required to audit organizations with vastly different internal 'corporate' cultures, and in varying ethnic, social, economic, political, or religious cultures. It is important that auditors are sensitive to these cultural issues in order to avoid possible conflict, but at the same time remain impartial in carrying out an audit. Mathews et al, (1993) asserts that as organizational culture is considered to have such a pervasive effect on the internal controls, it follows from this that the internal auditor must consider the nature of the organization's culture when designing and monitoring the internal control system for the organization. Auditors also need to be able to express themselves in terms that will be understood, especially where language is an issue. It is important to remember that it is the auditors' responsibility to adjust to the auditee's language skills and that a lack of language skills by auditees should not prejudice the audit outcome (IRCA, 2015).

Considering a corporate culture, all organizations are different and there is no standard corporate culture. The internal culture may be independent of the external culture in which the organization exists (Mathews et al, 1993). There are many aspects that need to be considered of which include: Degree of formality/dress code that is auditors may be at a psychological disadvantage if they are dressed too informally and most certification bodies have dress codes in place to address this, equally significant is the possibility for auditors to be over-dressed, thereby running the risk of being uncomfortable or inhibiting the auditee and affecting the audit outcome, organizational hierarchy that is, the auditors should recognize that formal does not necessarily mean good and informal does not necessarily mean bad. Some of the best-run organizations are very informal in their management style and, in particular, their hierarchical interactions and communications. Auditors need to be sensitive to organizational protocols with respect to organizational hierarchies, but should not be inhibited from communicating directly with the person who is actually doing the work (IRCA, 2015). The tendency to only talk to the manager should be avoided at all costs, though it may be necessary to give the manager some extra face-to-face time, in order to avoid embarrassment. Approach to negative audit findings, all nonconformities need to be identified during the audit to be properly documented and presented to the organization. Mathews et al, (1993) recognize that some organizational cultures are highly sensitive to and defensive of nonconformity reports and in some situations, management may seek to assign blame to the person responsible. This can create added tension during the audit, but should not deter auditors from raising such nonconformities. It may, however, be appropriate to re-emphasize the fact that the audit is aimed at verifying the system and not individuals (IRCA, 2015). Therefore, by remaining aware of the many different culture aspects that can affect an audit, an audit can be performed sensitively and remain impartial bearing in mind the specific culture of an organization in the planning stage of audit and helps to reduce the possibility of any avoidable misunderstandings or clashes.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter focuses on the methodology that was used when carrying out the study. It gives the research design, study population, area of study, sample size and selection, sampling techniques, methods of data collection, data management and analysis, sample selection methods, tools of data collection, data quality control, data processing and analysis, ethical considerations and procedures that were followed as well as the anticipated limitations to the study.

3.1 Research Design

The study employed a case study design. The study used a case study design to investigate the relationship between variables. The case study is "an intensive descriptive and holistic analysis of a single entity or a bounded case (Oso and Onen, 2008). Auditing practices was the independent variable while organisation culture was the dependant variable. The researcher believed that the case study would provide an opportunity for the intensive analysis of many specific details that are often disregarded by other methods.

The study employed both qualitative and quantitative techniques that helped in the data collection process and analysis. The qualitative methods focused on collecting in depth information from the managers, consultants and staff with experience while the quantitative methods focused on mean and standard deviation for descriptive statistics, inferential statistics and tables for background information of the respondents. The study used both qualitative and quantitative research approaches which complemented each other in order to ensure that they produced the best outcomes. The qualitative techniques involved use of interview guides which were used to analyze information in a systematic way so as to come up with useful conclusions and recommendations.

3.2 Area of the Study

The study was conducted at the GIZ South Sudan office in Juba, Central Equatoria State – Juba, South Sudan. The selection of the area of study was influenced by the availability of an adequate number of potential informants about auditing practices and how it has affected organizational culture.

3.3 Study Population

According to Cooper and Schindler (2008), a population is a well-defined or set of people, events, or records that contain the desired information and can answer the measurement question The population comprised of 117 employees at GIZ South Sudan and these included internal auditors, Program Managers, Technical advisors, Consultants, Field staff and Support staff (finance, administration, HR, Procurement and Logistics, Drivers, cleaners etc) working in GIZ South Sudan company. These employees were considered because they had knowledge on how GIZ procedures, rules and processes have influenced organizational culture in the organization.

3.4 Sampling Procedures

The sampling procedures included sample size and sampling techniques

3.4.1 Sample Size

The sample size of the study was 90 and it was arrived at using Krejcie and Morgan, (1970) standard sample size determination table from the study population of 117 as presented in table 1 below.

Table 1: Population and Sample size of Respondents

Category of Population	Population Size	Sample	Sampling Technique
Administration	35	32	Simple random sampling
Accounting	19	12	Simple random sampling
Finance	22	16	Simple random sampling
Technical advisors	7	4	Purposive sampling
Consultants	11	7	Purposive sampling
Field staff	22	17	Purposive sampling
Total	**117**	**90**	

Source: Krejcie and Morgan, (1970)

3.4.2 Sampling Techniques

The researcher used probability sampling technique under which he employed simple random method to select respondents from the study population. Enon (1995) further defines random sampling as a process of selecting respondents without bias, giving every member of the population equal chance to participate in the study. Here, the researcher selected respondents randomly without considering any characteristic or features and it enabled every sampling unit to have a chance of being chosen.

According to Kisilu (2006), purposive sampling has the advantage of collecting data at the spur of moment without rigidity of procedure and the information is from knowledge rich respondents. The participants were sampled on the basis of their typicality, or because they are satisfactory to the research needs (Cohen and Manion, 1994). By using the purposive sampling method, the researcher targets a group of people believed to be reliable in the study (Kombo and Tromp 2011).

The researcher decides what needs to be known and sets out to find people who can and are willing to provide the information by virtue of knowledge or experience (Bernard 2002, Lewis and Sheppard 2006). This was particularly used for the Technical advisors, program managers and GIZ South Sudan contracted long term staff. This was because participants in those categories were few and could be selected purposively because they are known and believed to have more information necessary for the study.

The study used simple random sampling to further select the members within the different strata and each member was given an equal opportunity of being selected thus making the research findings representative.

3.5. Data Collection Methods and Instruments

3.5.1 Data Collection Sources

The researcher used primary and secondary data sources to help him collect a more elaborate and extensive data.

The primary data helped the researcher get original and direct information from the respondents.

Primary data was used in this study and was collected using self-administered questionnaires through drop and pick. The questionnaires were dropped at the offices of GIZ staff at their different departments and locations and given to the respondents to fill in and collected three weeks later.

The researcher used secondary data sources. Amin (2003) defines secondary data as that kind of data that is available, already reported by some other scholars. Secondary data was also extracted from various published sources as well as the internet through the websites of relevant institutions. These included periodicals, journals, reports, and seminar/workshop papers.

3.5.2 Data Collection Instruments

The study used questionnaires which were self-administered by the researcher and they contained questions. Sproul (1998), states that a self-administered questionnaire is the only way to elicit self -report on people's opinion, attitudes, beliefs and values. This was used by the researcher to collect primary data and it contained closed ended questions. A 5-point Likert scale was used to construct the close-ended questions with five (5) intervals which ranged from; 1-Strongly Disagree, 2-Disagree, 3-Not Sure, 4-Agree and 5-Strongly Agree. The close-ended questions assisted the researcher to collect quantitative data. Open-ended questions were also used to solicit respondents' perception and opinions. The questions were delivered direct to the respondents and the respondents filled the questionnaires in writing. Respondents, who sought further clarifications on the question, were assisted on site while others were helped through telephone calls.

Interviews were also conducted during the study where interview schedules were drawn to guide the interview process of technical Advisors and staff. The interview schedule consisted of open-ended questions aimed at facilitating a deeper probe of the subject of inquiry.

3.6 Quality Control Methods

Quality control methods included aspects of reliability and validity of research instruments.

3.6.1 Validity

The study adopted content validity to test and ascertain the validity of instruments. Validity refers to how well a test measure is purported to measure (Carmines and Zeller, 1979). Validity of the research tools used for data collection was achieved by repeated reviews with fellow students and with guidance from supervisor. The researcher asked them to evaluate the items on the questionnaires for their relevance to the stated objectives of the study. The researcher further ensured content validity of the instruments by making sure that questions or items in them conform to the study's conceptual framework and research questions.

3.7.2 Reliability

Reliability is dependability or trustworthiness and in the context of a measuring instrument, it is the degree to which the instrument consistently measures whatever is measuring (Amin, 2003).

Reliability was tested upon performing the Cronbach Apha coefficient test, the results that were 0.717 for compliance, 0.750 for controls, 0.797 for consulting and operations, and 0.766 for risk assessment were considered reliable for the independent variables while the results for dependent variable (organization culture) was 0.721. The variables have Cronbach Alpha value of more than 0.7 which makes all questions asked to the respondents acceptable, internally consistent and the scale deemed reliable for further analysis. According to Amin (2003), the Cronbach Alpha values must be 0.7 and above for the instruments to be considered reliable as shown in table below:

Table 2: Reliability Levels

Variables	Number of cases	Alpha values
Compliance	04	0.717
Controls	04	0.750
Consulting and Operations	04	0.797
Risk assessment	04	0.766
Organization culture	06	0.721

Source: Primary Data (2016)

3.8 Data Management and Processing

Technically speaking, processing implies editing, coding, classification and tabulation of collected data so that they are amenable to analysis (Kothari, 2004). The data, after collection, was processed and analyzed in accordance with the intended purpose at the time of developing the research plan. This is essential for a scientific study and for ensuring there is all relevant data for making contemplated comparisons and analysis.

Before processing the responses, the completed questionnaires were checked for completeness and consistency. Data was analyzed electronically. Descriptive statistics was employed in data analysis. The raw data from the different categories of respondents was prepared or grouped for analysis and then analyzed. The researcher employed SPSS software version (16) to present findings in form of tables which showed frequencies, mean and standard deviation, correlation and regression.

Content analysis was used to analyze the respondents' views and of documentary materials such as books, journals, internet sources and statistical reports. Content analysis examined the intensity with which certain words have been used, and systematically describes the form or content of written/spoken material, in interpreting the results, the frequency with which a symbol or idea appears may be interpreted as a measure of importance ,attention or emphasis (Kombo and Tromp, 2011).

Mean helped to determine the average score for each variable that influenced organization culture within GIZ South Sudan while Standard deviation was used to determine how much variation there was from the mean for each of the variables that was analyzed, in order to develop recommendations for each variable.

3.9 Ethical Considerations

Before data collection commenced, the researcher sought permission to collect data from the appropriate authorities. A letter of introduction was obtained from the faculty of Business administration and management of Uganda Martyrs University which he presented to the respondents. It is important to note that not all data collected is lawful, or based on known statements, events and/or conditions (Burns and Burns, 2008).

In this study the consent of respondents was sought and they voluntarily accepted to respond to the questions of the study. The responses to this study were kept confidential and respondents were accorded the right to anonymity; that is not to be identified with the responses or opinions they express. Burns and Burns (2008) define anonymity as concealing the identity of the participants in all documents resulting from the research. The researcher ensured confidentiality and security of the data collected from the respondents by allowing them fill the questionnaires anonymously to avoid exposure of who gave the information.

Appreciation to respondents - The researcher appreciated all the respondents for taking their valuable time to provide responses to research questions. This appreciation also found expression in the instruments for data collection. The researcher at any one time would appreciate the respondents for their time and responses.

Avoiding plagiarism - This was done by ensuring that all sources of information used in the report and the whole study, are recognized for their efforts through proper citation.

3.11 Limitations and Delimitations of the Study

The researcher was faced with time constraint to carry adequate research within required time. Since the research required collecting of a lot of data from the field, analyzing and processing of the data was time consuming. But aware of the short time available, the researcher employed both qualitative and quantitative techniques in the study.

The study had a small sample for the study, some of the respondents in that sample may have provided biased information; some of the errors presented were not representative of the entire population. But this was mitigated by using both questionnaires and interview guides as data collection instruments.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.0 Introduction

The study examined auditing practices and organization culture with specific reference to GIZ South Sudan. The study adopted four research objectives which looked at the effects of compliance on organization culture, effects of controls on organization culture, effects of consulting and operations on organization culture and the effects of risk assessment on organization culture. The study presents descriptive results from questionnaire in form of mean and standard deviations, the study also presents qualitative results from interviews, in form of quotations and narrative themes as per respondents' views in regard to each objective of the study, the study presents the response rate, which shows the number of participants that actually participated in the study. The study also presents the background information of respondents which shows the common demographic characteristics of respondents that participated in the study and the section that studies the relationship between the independent variable and the dependent variable using correlation and regression analysis.

The presentation of the findings is arranged in accordance with the questionnaire questions. Out of the 90 questionnaires designed for the study, all were duly responded and returned by the Managers, consultants and Staff of GIZ South Sudan. This response rate was well above the recommended 60% response rate as per Guttmacher Institute (2006) which asserts that for a study to be considered with satisfactory results it should have a response rate above 60% in the overall study. Therefore, the study results can be relied upon for academic and non-academic purposes by readers and users.

4.1 Background Information of Respondents

To establish the background characteristics of the respondents, the study focused on gender of respondents, highest level of education, age bracket, and duration in service at GIZ South Sudan. The study looked at the gender of respondents as this helped to establish the majority sex of respondents that participated in the study and the level of education helped to establish whether respondents would give views that are relevant and useful to the study, age group gave an overview on peoples' experience over time, and the position held which helped to categorize the level of responsibility held by staff and how auditing practices influenced the culture of the organization. The following were the results;

4.1.1 Gender of Respondents

The study sought to establish the gender of respondents which was categorized as male and female. Frequency tabulation was used by the researcher to present the gender distribution of the respondents. This is as shown in the table 3 below:

Table 3: Gender of Respondents

Gender	Frequency	Percent
Male	49	54.4
Female	41	45.6
Total	**90**	**100**

Source: Primary Data (2016)

Findings in table 3 revealed that there were more males than females who participated in the study. Males constituted 49 respondents which accounted for 54.4% of the total respondents while females made up 41 respondents that accounted for 45.6% of the total respondents. This shows that there were more males who are employed by the organization and this could be due to regular field visits that favors the male and also the fragile working environment in South Sudan that many females fear to withstand.

4.1.2 Age Brackets of Respondents

The study captured the different age brackets of respondents in order to establish the most prevalent group in the organization. The distribution was as in the table below:

Table 4: Frequency Distribution for Age Bracket of Respondents

Age group	**Frequency**	**Percent**
18-25 years	6	6.7
26-33years	19	21.1
34-41 years	40	44.4
42-49 years	25	27.8
Total	**90**	**100**

Source: Primary Data (2016)

Findings in Table 4 above revealed that respondents of different age brackets ranging from 18 years to 49 years participated in the study. From Table 4 above, it is noted that respondents in the age bracket of 34-41 were the majority with 40 respondents that accounted for 44.4%, while the age bracket of 42-49 followed with 25 respondents that accounted for 27.8%. The age bracket 26-33 years with19 respondents accounted for 21.1% and the age bracket 18-25 years with 6 respondents accounted for 6.7% were the minority.

Majority of the respondents were in the age bracket 34-41, this is because GIZ South Sudan Company employs young energetic and knowledgeable workforce to execute its technical roles and responsibilities to accomplish and achieve set objectives.

4.1.3 Education Level of Respondents

The study ascertained the education level of respondents which is categorized as Certificate, diploma, degree, Post Graduate, and master's Degree. In order to assess the education background of the respondents in regard to auditing and organizational culture, the respondents were requested to give their level of education and the response is portrayed below:

Table 5: Frequency Distribution for Education Level of Respondents

Education level	Frequency	Percent
Certificate	3	3.3
Diploma	9	10
Bachelor's Degree	47	52.2
Post Graduate Diploma	2	2.2
Masters	29	32.2
Total	**90**	**100**

Source: Primary Data (2016)

In table 5 above, it is noted that the qualification of respondents included; Certificate, Diploma, Bachelor's Degree, Post graduate Diploma and Master's Degree. The findings showed that Bachelor's Degree respondents formed a majority of the study respondents with 47 respondents that accounted for 52.2%, followed by Master's Degree with 29 respondents that accounted for 32.2%, Diploma constituted 9 respondents that accounted for 10%, Certificate with 3 respondents that accounted for 3.3% and Post Graduate Diploma with 2 respondents that accounted for 2.2% of the total respondents.

This could imply that GIZ South Sudan recruits qualified staff to execute technical roles and responsibilities for overall achievement of Company's objectives.

4.1.4 Position Held of Respondents

The study captured data on the position held by respondents and it is as in the table below:

Table 6: Frequency Distribution for Position Held of Respondents

Position held	**Frequency**	**Percentage**
Administration	20	22.2
Accounting	8	8.9
Finance	7	7.7
Technical Advisors	5	5.6
Consultants	9	10
Field staff	15	16.7
Support staff	26	28.9
Total	**90**	**100**

Source: Primary Data (2016)

The results in table 6 above revealed that the majority of the respondents in the study were support staff with 26 respondents that accounted for 28.9%, followed by administration with 20 respondents that accounted for 22.2%, Field staff constituted 15 respondents that accounted for 16.7%, Consultants constituted 9 respondents which accounted for 10%, accounting constituted 8 respondents which accounted for 8.9 %, Finance constituted of 7 respondents which accounted for 7.7% and Technical Advisors constituted of 5 respondents that accounted for 5.6%

The results illustrate high level of technical experience in the organization's roles and duties for the staff.

4.1.5 Duration in the Organization

The study established the duration of service of the respondents at GIZ South Sudan. In order to assess the reliability of the data collected, the respondents were requested to indicate the period they worked with the organization. Their responses were as given below;

Table 7: Frequency Distribution for Duration of Respondents

Duration	Frequency	Percent
Less than 6 months	7	7.8
6-12 months	19	21.1
1-5 years	27	30
More than 5 years	37	41.1
Total	**90**	**100**

Source: Primary Data (2016)

From the table 7 above, the findings revealed that 37 respondents that accounted for 41.1% of the total respondents who provided information spent more than 5 years as the majority in the study, 27 respondents that accounted for 30% of the total respondents spent 1-5 years, 19 respondents that accounted for 21.1% of the total respondents spent between 6 and 12 months in the organization, and 7 respondents that accounted for 7.8 % of the total respondents spent less than 6 months in the organization and was the least in the study. Thus, the result indicates that GIZ Company accords good and favorable working conditions and environment to staff to stay in the company for long. It can further be deduced that majority of the respondents are knowledgeable enough to the system.

4.2 Study objectives

In this section, respondents were asked to respond to a number of statements regarding compliance, control, consultations and risk assessment on organizational culture. The following were the results;

Table 8: Respondents Perceptions on how Auditing practices affects Organizational Culture

Extent	Frequency	Percentage
Neutral	7	7.8
Agree	40	44.4
Strongly agree	43	47.8
Total	**90**	**100**

Source: Primary Data (2016)

From the study findings in table 8 above, majority of the respondents strongly agreed that auditing practices affects organizational culture with 43 respondents that accounted for 47.8%, 40 respondents that accounted for 44.4% agreed and 7 respondents that accounted for 7.8% were neutral with the perception that auditing practices affects organizational Culture. This could imply that the organization has established systems that influences the company activities which in turn becomes the culture embraced by the staff. This was reinforced by Tilleman and Bogt (2010) who pointed that auditing practices improve organization's efficiency and effectiveness through the use of systems and standards that help the organization culture to grow. Therefore, it is crucial to a company's success for management to set an ethical example (or tone) of how their employees should behave in the workplace in order to maintain a sense of order.

The study further determined to establish how rules and procedures are decided for every work and leads to consistency in employee behavior and the management processes.

4.2.1 Compliance and Organizational Culture

The study established the influence of compliance on organizational culture. Findings from questionnaires were computed to obtain mean and standard deviation where interviews were incorporated in the statements by use of quotations from the respondents. The study used the questionnaire that was designed and generated using a five-point Likert scale with different levels for each statement such that, 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-Strongly agree. This therefore, shows that all responses averaging 3.0 and above accounted for "Agree" whereas all responses averaging below 3.0 accounted for "Disagree". The findings are of the questions presented below;

Table 9: Descriptive Statistics for Compliance on Organizational Culture

Statements	N	Minimum	Maximum	Mean	Std. Deviation
Management ensures and maintains a sense of order in the work place	90	1	5	4.20	.767
There is compliance to rules and procedures decided for every work	90	2	5	4.03	.608
Management ensures staff complies with organization rules and procedures.	90	1	5	3.41	1.491
Valid N (listwise)	90				

Source: Primary Data (2016)

The findings from table 9 above illustrated that majority of the respondents agreed that their management ensures and maintains a sense of order in their work with a mean of 4.20 with a narrow variation in responses as shown by the standard deviation of 0.767. This could imply that management ensures and maintains a sense of order in the work. This is in line with Max Weber (2003-2015)'s argument that administrative system designed to accomplish large-scale administrative tasks by systematically coordinating the work of many individuals constitutes the most efficient and rational way in which one can organize human activity.

Using the findings in table 9 above, majority of the respondents agreed that there is compliance to rules and procedures decided for every work with mean value of 4.03 and respondents had narrow variation in responses with the standard deviation of 0.603. This could imply that majority of the respondents agreed that there was compliance to rules and procedure on every work.

During an interview with the GIZ Director for Finance and Administration, he revealed that management dictates on compliance procedures where rules and regulations are instituted at management level without the consent of subordinates which affects the way staff behave in the organization.

Table 9 stated that majority of the respondents agreed that management ensures staff complies with organization rules and procedures with the mean value of 3.41 although some of the respondents had different views as shown by the standard deviation of 1.491. This could imply that majority of the agreed that management ensures that staff complies with organization rules and procedures though some disagreed with view. The respondents' views are consistent with the study of Max Weber (2003) who stated that, the rules are carefully selected, clearly related to the company, and fairly enforced, hence enabling management to better manage the workplace and workers. This means that managing the employees in the workplace effectively necessitates the setup of work rules and procedures, because they help management protect the company from litigation and maintain a high quality of work life for employees.

Table 10: Respondents' Perceptions on how Compliance affects Organizational Culture

Extent	**Frequency**	**Percentage**
Strongly disagree	12	13.3
Disagree	11	12.2
Neutral	6	6.7
Agree	27	30
Strongly agree	34	37.8
Total	**90**	**100**

Source: Primary Data (2016)

From the study findings in table 10 above, majority of the respondents strongly agreed that compliance affects organizational culture with 34 respondents that accounted for 37.8%, 27 respondents that accounted for 30% agreed, 12 respondents that accounted for 13.3% strongly disagreed, 11 respondents that accounted for 12.2% disagreed and 6 respondents that accounted for 6.7% were neutral with the perception that compliance affects organizational Culture.

This means that managing the employees in the workplace effectively necessitates the setup of work rules and procedures, because they help management protect the company from litigation and maintain a high quality of work life for employees.

4.2.2 Controls and Organizational Culture

The study established the effect of controls on organizational culture. Findings from questionnaires were computed to obtain mean and standard deviation where interviews were incorporated in the statements by use of quotations from the respondents. The study used the questionnaire that was designed and generated using a five-point Likert scale with different levels for each statement such that, 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-

Strongly agree. This therefore, shows that all responses averaging 3.0 and above accounted for "Agree" whereas all responses averaging below 3.0 accounted for "Disagree". The findings are of the questions presented below;

Table 11: Descriptive Statistics for Controls on Organizational Culture

Statements	N	Minimum	Maximum	Mean	Std. Deviation
The organizational structure defines key areas of responsibility and establishes controls	90	1	5	3.96	1.297
There exists appropriate feedback that provides positive and negative reinforcement to shape behavior	90	1	5	4.07	1.047
Performance based on feedback and rewards enhance individual controls and Performance	90	1	5	3.87	1.153
Valid N (listwise)	90				

Source: Primary Data (2016)

Findings in table 11 stated that the respondents agreed that the organizational structure defined key areas of responsibility and established controls with mean of 3.96 while some respondents had different views as shown by the standard deviation of 1.297. This implied that majority of the respondents agreed that the organizational structure defines key areas of responsibility and establishes controls while few had alternative views of statement. The GIZ consultant when interviewed stressed that controls is a responsibility of all staffs and that all play a significant role not only a person or group of people. This enable the balance of global and regional strategies by delineating the authority and controls for key roles and specifying a process for resolving or escalating disagreements. This is in line with Max Weber's division of labor and work specialization where it is used to align employees with their organizational tasks leaving no work is left uncovered. The company's organizational structure also establishes controls as relatedly stated by (Dittenhofer, 2001).

Table 11 above shows that majority of the respondents agreed that there exists appropriate feedback that provides positive and negative reinforcement to shape behavior with the mean value of 4.08 although some of the respondents had different views as shown by the standard deviation of 1.047. This implied that majority of the respondents accepted that appropriate feedback that provides positive and negative reinforcement to shape behavior. This implies that behavior is shaped by its consequences, known as the Law of Effect principle of learning that states "responses that produce a satisfying effect in a particular situation become more likely to occur again in that situation, and responses that produce a discomforting effect become less likely to occur again in that situation". It can be stated people engage in behaviors that have pleasant outcomes and avoid behaviors that result in unpleasant outcomes (Thorndike, 1913). Frink (2004) further argued that in order for accountability to influence individual behavior, there must be feedback system therefore there exists appropriate feedback that provides positive and negative reinforcement to shape behavior in the desired direction and that it encourages learning and understanding and this is consistent with the respondents' views.

It is noted from table 11 that respondents agreed that Performance based on feedback and rewards enhanced individual controls and Performance with mean of 3.87 although some of the respondents had different views as shown by the standard deviation of 1.153. This could imply majority of the respondents agreed that Performance based on feedback and rewards enhance individual controls and Performance. According to Locke and Latham (1990); Podsakoff et al. (2006) they affirmed that performance based on feedback and rewards enhance individual Performance and that motivation align employee behavior with organizational goals which is in with respondents' views.

Table 12: Respondents Opinion on Controls affecting Organization Culture

Extent	**Frequency**	**Percentage**
Disagree	14	15.6
Neutral	10	11.1
Agree	33	36.7
Strongly Agree	33	36.7
Total	**90**	**100**

Source: Primary Data (2016)

From the study findings in table 12 above, majority of the respondents strongly agreed and agreed that controls affects organizational culture with 33 respondents that accounted for 36.7% respectively, 14 respondents that accounted for 15.6% disagreed, and 10 respondents that accounted for 11.1% were with the perception that controls affects organizational Culture.

During the interviews, the management pointed out that employees of the company recognize the existence of controls which influences organizational culture within the organization and management of the company has always been committed to the cultural values and incorporates them in their decisions and actions.

4.2.3 Consulting and Operations on Organizational Culture

The study assessed the role of consulting and operations on organizational culture. Findings from questionnaires were computed to obtain mean and standard deviation where interviews were incorporated in the statements by use of quotations from the respondents. The study used the questionnaire that was designed and generated using a five-point Likert scale with different levels for each statement such that, 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-Strongly agree. This therefore, shows that all responses averaging 3.0 and above accounted for “Agree” whereas all responses averaging below 3.0 accounted for “Disagree”. The findings are of the questions presented below;

Table 13: Descriptive Statistics of Consulting and Operations on Organizational Culture

Statements	N	Minimum	Maximum	Mean	Std. Deviation
There exists proper consultation and operations modalities among staff and the stakeholders,	90	1	5	3.27	1.490
Where exists an audit problem in operations, consultation is done and action is quickly taken by management	90	1	5	3.78	1.159
Regular and consistent sharing of information on operations exist and the audit process stays on track	90	1	5	3.78	1.372
Valid N (listwise)	90				

Source: primary data (2016)

The findings in table 13 above, revealed that majority of the respondents agreed with the statement that there exists proper consultation and operations modalities among staff and the stakeholders with mean value of 3.27 although some respondents had different views as shown by the standard deviation of 1.490. This implies that there exist proper communication channels among the staff and the stakeholders to prevent misunderstandings, which might impair productivity or quality, and to convey decisions and directives of top management. The formal structure of the organization drove top-down communication, primarily through print channels.

This means that in GIZ company there are some times loopholes and mischiefs that hinder effective communication amongst the lower levels of employees and their leaders and this brings about poor performance as supported by (Kalla, 2005) that without communication, through readings, listening, speaking and writing mankind would find it difficult to unravel some of the mysteries of life. This is also supported by a GIZ cleaner on interview who says that

"…poor consultations leaves a disjointed or disgruntled staff with uneven information and knowledge and it leads to confusion, frustration and creates gaps and differences among staff members…"

It leads to low results and uncoordinated work resulting to poor results, it creates a gap in the smooth running of the organization hence disorganization in the system. Those things that we are ignorant of or have knowledge of, or that we have doubts about can be explained to us better through communication.

The study findings show that respondents agreed that where exists an audit problem in operations, consultation is done and action is quickly taken by management with mean of 3.72. However, some respondents had different views as shown by the standard deviation value of 1.159. This could imply that when a problem is identified, consultation is done and quick action is undertaken by management. According to a transcribed interview with GIZ accountant who said that

"…fraud rarely happens in the organization but when realized, it must be reported to the management for immediate corrective action and mitigation…"

This is appropriate even if the matter might be considered inconsequential, such as a minor defalcation by an employee at a low level in the entity's organization.

It is noted from table 13 that respondents agreed that regular and consistent sharing of information on operations exist and the audit process stays on track with mean of 3.78 although some of the respondents had different views as shown by the standard deviation of 1.372. This could imply majority of the respondents agreed that there is regular and consistent sharing of information on operations exist and the audit process stays on track.

According to Larry (2003), the choice of communication channels, personalities of the individuals involved and the organizational environment itself plays a role in the final quality of communication i.e. information sharing so as audit process stays on track, reviewing all nonconformities to ensure that they're logical, valid and clear which adds value and improve an organization's operations. This statement is in conformity with the views of respondents in the study.

Table 14: Respondents Opinion on Consulting affecting Organization Culture

Extent	Frequency	Percentage
Strongly disagree	21	23.3
Disagree	10	11.1
Neutral	13	14.4
Agree	18	20
Strongly agree	28	31.1
Total	90	100

Source: primary Data (2016)

Table 14 above showed that majority of the respondents strongly agreed with 28 respondents which accounted for 31.1%, 21 respondents which accounted 23.3% indicated that they strongly disagreed, 18 respondents that accounted for 20% indicated that they agreed, 13 respondents that accounted for 14.4% were neutral and 10 respondents that accounted for 11.1% of the total population indicated that they disagreed with the statement. According to the finding established during an interview, respondents so much agreed that there is a relationship between consulting and operations and organizational culture in the fact that a good network of communication within an organization helps create a strong corporate structure that enhances the radical flow of information that leads to improved work efficiency in the organization.

4.2.4 Risk Assessment on Organizational Culture

The study identified the effect of risk assessment on organizational culture. Findings from questionnaires were computed to obtain mean and standard deviation where interviews were incorporated in the statements by use of quotations from the respondents. The study used the questionnaire that was designed and generated using a five-point Likert scale with different levels for each statement such that, 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-Strongly agree. This therefore, shows that all responses averaging 3.0 and above accounted for "Agree" whereas all responses averaging below 3.0 accounted for "Disagree". The findings are of the questions presented below;

Table 15: Descriptive Statistics of Risk on Organizational Culture

Statements	N	Minimum	Maximum	Mean	Std. Deviation
Management takes immediate measures against risks involving the staff and stakeholders	90	1	5	4.18	.990
Resource training and supervision to minimize risks is given to employees	90	1	5	3.88	1.225
Risk detection and mitigation is given a priority rather than purely accomplishment of job	90	1	5	4.09	.979
Valid N (listwise)	90				

Source: Primary Data (2016)

Table 15 above revealed that majority of the respondents agreed that management takes immediate measures against risks involving the staff and stakeholders as represented by the mean of 4.18 and there was narrow variation with the standard deviation rate of 0.990. This could imply that majority of the respondents agreed that management takes immediate measures against risks involving the staff and stakeholders. This is due to Victor H. Vroom (1964)'s realization that an employee's performance is based on individual's factors such as safety emergency measure, insurance, personality, skills, knowledge, experience and abilities. The theory suggests that although individuals may have different sets of goals, they can be motivated to prevent, detect and mitigate eventualities that may crop in the organization. According to a transcribed interview with a GIZ Finance officer, she pointed out that,

"*…..there is a positive relationship between efforts and performance, favorable performance will result in a desirable reward and the desire to satisfy the need is strong enough to make the effort worthwhile hence management needs to consider the staff/stakeholders important in risk assessment"…..*

Risk assessment is indeed a responsibility of all staffs and that all play a significant role in preventing, detecting and mitigating risks.

Findings in table 15 above indicated that respondents to the study agreed that resource training and supervision to minimize risks is given to employees as represented by the mean value of 3.88 although some respondents had different views as shown by the standard deviation rate of 1.23. According to Stoner and Freeman (1992), the organization improves human resources through training programs that are directed towards maintaining and improving current job performance and development programs that seek to develop skills for future jobs. Therefore, achievement of the desired results indicates that employees are motivated by the resource training and supervision given to them. Further Vroom (1964) in his theory of expectancy stated that employees have different expectations and levels of confidence about what they are capable of doing. Therefore management must discover what resources, training, or supervision that employees need to motivate them to achieve desired results which is in line with the respondents views.

Basing on the findings in table 15, respondents agreed that the risk detection and mitigation is given a priority rather than purely accomplishment of job as represented by the mean of 4.09 and shared the same views as represented by the standard deviation value of 0.979. This could imply that risk detection and mitigation is given a priority rather than purely accomplishment of job. According to a transcribed interview with the GIZ risk manager,

"……. All GIZ staff have been designed prevention and mitigation plans in case of risks associated with work and emergencies and also GIZ assets have been secured and insured to bailout the organization in cases of hazards….."

The need for organizations to ascertain risks and mitigate them immediately is vital for the sustainability of the organization in providing direction to achieve its vision and mission.

The study established respondents' opinions on risk assessment affecting organizational culture. The table 16 illustrates the respondents' opinions.

Table 16: Respondent's Opinion on Risk assessment affecting Organization Culture

Extent	**Frequency**	**Percentage**
Strongly disagree	15	16.7
disagree	5	5.6
Neutral	4	4.4
Agree	50	55.6
Strongly agree	16	17.8
Total	**90**	**100**

Source: Primary Data (2016)

Table 16 above presents the findings from respondents who were asked the extent to which risk assessment affected organizational culture. Majority of the respondents (50 respondents that accounted for 55.6% of the total respondents) indicated that they agreed, these were followed by 15 respondent who accounted for 16.7% of the total respondents strongly disagreed, 16 respondents who accounted for 17.8% of the total respondents strongly agreed, 5 respondents that accounted for 5.6% disagreed while 4 respondents that accounted for 4.4% were neutral with the statement that risk assessment affected organizational culture. During the interviews, the management pointed out that employees of the company recognize the existence of risk measures and controls put in place by the management but in practice the risk assessment is planned by top management that sits in Germany (GIZ Headquarters) where they set up risk management mechanisms that are only appropriate to their environment but irrelevant in the context of South Sudan.

4.3 Organizational Culture

The study determined how cultures influence the organizational operations. Findings from questionnaires were computed to obtain mean and standard deviation where interviews were incorporated in the statements by use of quotations from the respondents. The study used the questionnaire that was designed and generated using a five-point Likert scale with different levels for each statement such that, 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-Strongly agree. This therefore, shows that all responses averaging 3.0 and above accounted for "Agree" whereas all responses averaging below 3.0 accounted for "Disagree". The findings are of the questions presented below

Table 17: Descriptive Statistics of Organizational Culture

Statements	N	Minimum	Maximum	Mean	Std. Deviation
Top management displays strength in upholding the rules and regulations of the organization	90	1	5	3.76	.865
The work ethics of the organization have greatly improved	90	1	5	3.92	1.114
Employees have a high sense of responsibility, involvement and commitment in organizational activities	90	1	5	4.23	1.082
The organization provides a systematic and orderly process to carry out activities	90	1	5	4.17	.951
The top management has a wider vision of the company and pursues employees to transform the vision into action.	90	1	5	4.03	1.213
The organizational culture uses the strategy of focusing on the external environment to meet stakeholders demands	90	1	5	3.81	1.048
Valid N (listwise)	90				

Source: Primary Data (2016)

Findings in table 17 above showed that respondents agree that top management displays strength in upholding the rules and regulations of the organization as depicted from the mean of 3.76. However, some respondents had different views as shown by the standard deviation of 0.865. This could imply that top management displays strength in upholding the rules and regulations that necessitates accomplishment of planned activities. In a transcribed interview, the Program manager of GIZ Special Initiative for Refugees (SIR) is in conformity with the statement and clarified that;

"….our activities are properly planned and all program staff must adhere to the prescribed plans and incases of deviations, the staff should seek for clarification and justification of change of plan….."

Table 17 above show that majority of respondents represented by the mean of 3.92 agreed that the work ethics of the organization have greatly improved. However, some respondents had different views as shown by the standard deviation of 1.114. Findings from the employees of GIZ South Sudan during an interview are in line with the above statement and stated that all the behaviors they exhibited are confined and aligned according to the desired behaviors of the organization.

The study finding in table 17 above show that majority of respondents agreed that employees have a high sense of responsibility, involvement and commitment in organizational activities as portrayed by the mean of 4.23. However, there were some respondents who held different views as shown by the standard deviation of 1.082. This could imply that employees have a high sense of responsibility, involvement and commitment. In an interview with an employee of GIZ South Sudan, a cleaner of the company pointed that excellence and commitment to the job is taken serious by employees and said;

"….. I like my job and am not supervised by my boss because I do the job right always…"

The study finding in table 17 above showed that majority of the respondents agreed that the organization provided a systematic and orderly process to carry out activities as shown by the mean of 4.17. However, some other respondents had different views on the matter as shown by the standard deviation of 0.951. This could imply that GIZ South Sudan provided a systematic and orderly process to carry out activities as in line with what a GIZ South Sudan I.T officer pointed;

"…With GIZ South Sudan, all activities have got standards and procedures reflected in the Standard Operating Procedures (SOPs), so you don't need to develop your own stuff to do work, everything is just designed for you…."

From the table 17 above, respondents to the study agreed that the top management has a wider vision of the company and pursues employees to transform the vision into action as represented by a mean value of 4.03 however, some respondents had different views as shown by the standard deviation rate of 1.213. This could imply that GIZ South Sudan ensured coherent involvement and incorporation of the staff to actualize the organization vision into the program activities. A GIZ South Sudan field officer when interviewed pointed out that all staff are trained and encouraged to bear the GIZ vision and were consequently involved in GIZ surveys for example a survey conducted by GIZ this year in March 2016 to change its vision.

From table 17 above, respondents agreed with mean of 3.81 that the organizational culture uses the strategy of focusing on the external environment to meet stakeholders' demands while other repondents held different views as shown by the standard deviation value of 1.048. This could imply that GIZ South Sudan encompasses good net workings and partnerships that benefits the stakeholders and partners in their areas of operation. According to an interview finding during the study, a respondent stated that

"….GIZ South Sudan has good working relations with its partners and are merged into their work plans. Coordination and partnership meetings are conducted where GIZ attends for example GIZ South Sudan because of its good partnership with stakeholders organized and sponsored a tour of ten partners who went to Germany in 2015 for a study tour on a topic "Good governance practices for effective service delivery to the people" politicians and Government technical staffs were taken and returned after a period of one month…..".

The study established respondents' opinions on importance of organization culture. The table 18 illustrates the respondents' opinions.

Table 18: Importance of Organizational Culture

Extent	**Frequency**	**Percentage**
Strongly disagree	13	14.4
disagree	7	7.8
Neutral	5	5.6
Agree	38	42.2
Strongly agree	27	30
Total	**90**	**100**

Source: primary Data (2016)

Table 18 above presents the findings from respondents who were asked on the extent to which organizational culture is important to organization. Majority of the respondents (38 respondents that accounted for 42.2% of the total respondents) indicated that they agreed, these were followed by 27respondents who accounted for 16.7% of the total respondents strongly agreed, 13 respondents which accounted for 14.4% of the total respondents strongly disagreed, 7 respondents that accounted for 7.8% disagreed while 5 respondents that accounted for 5.6% were neutral to which organizational culture is important to organization. This could imply that organizational culture is important to the organization as desirable behaviors of employees may enhance, improve and add value to the performance of organization activities.

4.4 Intervening factors

Intervening factors are control variables that aids study variables. The study investigated other intervening variables that affected auditing practices and organizational culture. These control variables included education and socio-cultural factors as shown and discussed below

4.4.1 Education

The study examined how education influenced auditing practices and organizational culture. Findings from questionnaires were computed to obtain mean and standard deviation where interviews were incorporated in the statements by use of quotations from the respondents. The study used the questionnaire that was designed and generated using a five-point Likert scale with different levels for each statement such that, 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-Strongly agree. This therefore, shows that all responses averaging 3.0 and above accounted for “Agree” whereas all responses averaging below 3.0 accounted for “Disagree”. The findings of the questions are presented below;

Table 19: Descriptive Statistics How Education affects Auditing and Organizational Culture

Statements	N	Minimum	Maximum	Mean	Std. Deviation
Hiring of employees is based on the approved standard of education and qualification	90	1	5	3.43	1.324
Employees are competent of their roles and responsibilities and achieve results	90	1	5	3.76	1.343
Employees capacity building enhances positive results to the organization	90	1	5	3.70	1.293
Valid N (listwise)	90				

Source: Primary Data (2016)

Table 19 above revealed that majority respondents agreed that hiring of employees is based on the approved standard of education and qualification with the mean value of 3.43. However, some of the respondents had different views as shown by the standard deviation value of 1.32. This could imply that hiring of employees is based on the approved standard of education and qualification. This could imply that GIZ Company puts emphasis on qualification standards to carefully identify and analyze applicants with knowledge, skills and abilities who are likely to perform successfully on a particular job. A GIZ Human Resource Officer when interviewed said that,

"……the company puts required educational standards and capacity development a priority for recruitment to any job position and this ensured that staff feels better prepared for task ahead of them…."

On another note, the organization is divided on the basis of specialization, therefore, central to Max Weber's management; it is a mandate to only hire employees who possess the specific skill set that the job requires. The organization needs to accurately assess an applicant's abilities, so that it ensures and hires only those who are a good and fit for the job.

From table 19 above, respondents agreed that employees are competent of their roles and responsibilities and achieved results represented with mean value of 3.76 although some of the respondents had different views as shown by the standard deviation of 1.34. This could imply that majority of the respondents agreed that employees are competent of their roles and responsibilities and achieved results. GIZ South Sudan has an up to-date job description that described the essential functions, tasks, and responsibilities of the job. The job description also outlined the general areas of knowledge and skills required of the employees to be successful in the job. A GIZ finance staff when interviewed said that,

"…. he is adequately equipped and prepared to take up his job and required minimal guidelines and supervision from his supervisor…."

Findings presented in table 19 above showed that the respondents agreed with the statement that employees' capacity building enhanced positive results to the organization with mean of 3.70. However, some respondents had different views as shown by the standard deviation of 1.293. This could imply that majority of the respondents agreed that employees' capacity building enhanced positive results to the organization through accomplishment of planned program activities. This is in line with the views of Mathews et al. (1993) who says that the internal auditor plays a key role in the design and management of the organization's system of internal controls which include controls over risk management meaning a staff should already be competent of his/her roles and responsibilities and achieve results.

The study established respondents' opinions on how education affected auditing practices and organizational culture. The table 20 illustrates the respondents' opinions

Table 20: Respondents Opinion on How Education affects Auditing practices and Organizational Culture

Extent	**Frequency**	**Percentage**
Strongly disagree	3	3.3
Disagree	19	21.1
Neutral	7	7.8
Agree	57	63.3
Strongly agree	4	4.4
Total	**90**	**100**

Source: primary Data (2016)

From the findings in table 20 above, respondents were asked to indicate the extent to which education affects auditing practices and organizational culture. The majority i.e. 57 respondents which accounted for 63.3% of the total respondents indicated that they agreed, 19 respondents that accounted for 21.1% disagreed, this was followed by 7 respondents which accounted for 7.8% of the total respondents indicated that they were neutral, 4 respondents that accounted for 4.4% of the total respondents indicated that they strongly agreed and 3 respondents accounted for 3.3% of the total respondents revealed that they strongly disagreed. The high agreement to the fact that the education influences auditing practices and organizational culture can be inclined to the level of influence education plays to shape culture of individuals towards desired direction in enhancing achievement of set objectives.

4.4.2 Social-Cultural Factors

The study examined how socio-cultural factors influenced auditing practices and organizational culture. Findings from questionnaires were computed to obtain mean and standard deviation where interviews were incorporated in the statements by use of quotations from the respondents. The study used the questionnaire that was designed and generated using a five-point Likert scale with different levels for each statement such that, 1-Strongly disagree, 2-Disagree, 3-Not sure, 4-Agree and 5-Strongly agree. This therefore, shows that all responses averaging 3.0 and above accounted for "Agree" whereas all responses averaging below 3.0 accounted for "Disagree". The findings of the questions are presented below;

Table 21: Descriptive Statistics on how Social-Cultural Factors affect Auditing and Organizational Culture

Statements	N	Minimum	Maximum	Mean	Std. Deviation
Organizational culture is sensitive to and defensive of non-conformity of roles and duties	90	1	5	2.97	1.487
Employees relate to each other in accomplishing their roles and duties in the organization	90	1	5	3.88	1.364
Discipline system promote work and results of employees in the organization	90	1	5	3.57	1.190
Valid N (listwise)	90				

Source: Primary Data (2016)

Table 21 above showed that, the respondents agreed that organizational culture is sensitive to and defensive of non-conformity of roles and duties with mean of 2.97 although some respondents had different views shown by the standard deviation value of 1.487. This could imply that the organization give more emphasis on task than employees so employees tend to focus on their own individual needs at the expense of the success of the organization. This situation can be stressful and employees tend to make decisions based on status as opposed to expertise. Gull, Akbar, and Jan (2012) stated that organizations with defensive cultures encourage or require members to appear competent, controlled, and superior. Members who seek assistance, admit shortcomings, or concede their position are viewed as incompetent or weak. A GIZ consultant when interviewed said;

"…the company is very concerned and takes care when it comes to meeting agreed obligations,

"there is no excuse and escape about this….."

Table 21 above showed that respondents agreed that employees related well to each other in accomplishing their roles and duties in the organization with mean value of 3.88 although some respondents had different views as shown by the standard deviation value of 1.36. This could imply that the employees in the organization are not islands when it comes to accomplishing their roles and duties in the organization to achieve results. The organization created and aligned goals across multiple employees so that a corporate atmosphere of shared responsibility of success is enhanced. It should be noted that the organization's productivity-and ultimately, its profitability-depends on making sure all workers relate well and perform up to their full potential.

Table 21 above showed that respondents agreed that discipline system promote work and results of employees in the organization with mean of 3.57 although some respondents had different views as shown by the standard deviation value of 1.19. This could imply that there existed disciplinary procedures and an office/officer that is responsible for responding to questions and concerns from the company's employees. The disciplinary procedures serve as a sounding board, a source of guidance, and a channel for raising a range of issues, from allegations of wrongdoing to complaints about poor management, unfair supervision, and company policies and practices. Following Aristotle's view that one becomes courageous by acting as a courageous person, companies develop codes of conduct specifying appropriate behavior, along with a system of incentives, audits, and controls. The assumption is that personal commitment and appropriate decision processes lead to right action

The study established respondents' opinions on how socio-cultural factors affected auditing practices and organization culture. The table 22 illustrates the respondents' opinions;

Table 22: Respondents Opinion on how Socio-Cultural Factors affect Auditing practices and Organization Culture

Extent	Frequency	Percentage
Strongly disagree	2	2.2
Disagree	20	22.2
Neutral	15	16.7
Agree	11	12.2
Strongly agree	42	46.7
Total	**90**	**100**

Source: primary Data (2016)

From the findings in table 22 above, respondents were asked to indicate the extent to which social-cultural factors affect auditing practices and organizational culture. The majority i.e. 42 respondents which accounted for 46.7% of the total respondents indicated that they strongly agreed, 20 respondents that accounted for 22.2% disagreed, these were followed by 15 respondents which accounted for 16.7% of the total respondents indicated that they were neutral, 11 respondents which accounted for 12.2% of the total respondents indicated that they agreed and 2 respondents which accounted for 2.2% of the total respondents revealed that strongly disagreed. The high agreement could imply that the socio-cultural values exhibited by the employees in the organization are congruent to the auditing practices and organizational culture of the company

4.5 Correlation Analysis

The study established the relationship between the independent variable and the dependent variable, using Pearson correlation. This examined the effect of the different dimensions of the independent variable on the dependent variable and the significance of those effects on auditing practices on organizational culture as illustrated below.

4.5.1 Effect of Compliance on Organizational Culture

A Person correlation was used to establish the relationship between compliance and organizational culture. The Pearson correlation was run and established the following relationship between compliance and organizational culture as below:

Table 23: Pearson Correlation between Compliance and Organizational Culture

		Compliance	Organizational Culture
Compliance	Pearson Correlation	1	.186
	Sig. (2-tailed)		.079
	N	90	90
Organizational Culture	Pearson Correlation	.186	1
	Sig. (2-tailed)	.079	
	N	90	90

Source: primary Data (2016)

From the results in table 23 above, the findings revealed that there is a positive relationship between compliance and organizational culture ($r = 0.186$, $p \leq 0.079$). Statistically, compliance does not significantly affect organizational culture. This could possibly imply that the organization has put rules and regulations that are fully undertaken by the top management and this aids the staff to follow them strictly. This agreement is consistent with the study of Decision Sciences Journal (2012) which notes that top management participation in company processes and procedures has significant direct and indirect influences on employees' attitudes towards, subjective norm of, and perceived behavioral control over compliance with company policies.

4.5.2 Effect of Controls on Organizational Culture

A Person correlation established the relationship between controls and organizational culture. The Pearson correlation was run and established the following relationship between controls and organizational culture as below:

Table 24: Pearson Correlation between Controls and organizational culture

		Controls	Organizational Culture
Controls	Pearson Correlation	1	.287**
	Sig. (2-tailed)		.006
	N	90	90
Organizational Culture	Pearson Correlation	.287**	1
	Sig. (2-tailed)	.006	
	N	90	90

**. Correlation is significant at the 0.01 level (2-tailed).

Source: primary Data (2016)

From the results in table 24 above, the findings revealed that there is a positive relationship between controls and organizational culture ($r = 0.287^{**}$, $p \leq 0.01$). Statistically, controls do not significantly affect organizational culture. This could possibly imply that the organizational structure is clear and defines key areas of responsibility that establishes controls within the organization through training of staff which improves efficiency and effectiveness that results in accomplishing set organizational goals. This is in line with the study of Hall et al (2006) who stated that control serves two primary functions when appropriately used, control provides positive and negative reinforcement to shape behavior in the desired direction, and it also encourages learning and understanding which adds significance to the role of control by deepening and bringing clarity to understanding of the match between expectations and individual performance.

4.5.3 Effect of Consulting and Operations and Organizational Culture

A Person correlation established the relationship between consulting and operations and organizational culture. The Pearson correlation was run and established the following relationship between consulting and organizational culture as below:

Table 25: Pearson Correlation between Consulting and Operations and Organizational Culture

		Consulting	Organizational Culture
Consulting	Pearson Correlation	1	.108
	Sig. (2-tailed)		.311
	N	90	90
Organizational Culture	Pearson Correlation	.108	1
	Sig. (2-tailed)	.311	
	N	90	90

Source: Primary Data (2016)

The findings in table 25 above, revealed that there is a correlation between consulting and organizational culture with a positive and insignificant relationship (r = 0.108, p ≤0.331). This, statistically, implies that when there is an increase or decrease in consulting and operations, it leads to an increase or decrease in organizational culture. With such correlation above of the two variables; there is weak (r = 0.108) relationship. This could imply that the organization has improved and established proper consultations and operations with stakeholders which impacts on the culture, and when a problem is identified consultation and operations is quickly effected and action is taken. This is in line with the views of Ayatse (2005) who observed that consultation and operations is needed to establish and disseminate the goals of the enterprise, this is because the competencies and skills they possess will enable them to exhibit work behaviors appropriate and relevant to the performance of the job.

4.5.4 Effect of Risk Assessment and Organizational Culture

A Person correlation established the relationship between risk and organizational culture. The Pearson correlation was run and established the following relationship between risk and organizational culture as below:

Table 26: Pearson Correlation between Risk and Organizational Culture

		Risk	Organizational Culture
Risk	Pearson Correlation	1	-.161
	Sig. (2-tailed)		.131
	N	90	90
Organizational Culture	Pearson Correlation	-.161	1
	Sig. (2-tailed)	.131	
	N	90	90

Source: primary Data (2016)

From the study findings in table 26 above, there is a significant negative correlation between risk and organizational culture ($r = -0.161$, $p \leq 0.131$). Statistically, risk assessment significantly affects organizational culture. This could mean that increase in risk assessment leads to decrease in organizational culture. This could imply that though the GIZ organization has risk policies that are developed from the GIZ Headquarters in Germany the developed policies are only appropriate in Germany but in appropriate in the local context. The organization therefore needs to institute good mechanisms appropriate to handle risk in the given working conditions of the organizations.

4.6 Regression Analysis

Regression analysis established the determinant of coefficients Model summary and regression coefficients. Determinant of coefficient (R square) is important in indicating the percentage of the proportion of the total variation in organizational culture that is attributed to the changes in auditing and the control variables. Regression coefficient indicates the significance of coefficient estimates for each independent variable. The relationship model was represented in the linear equation below:

$$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4$$

Y= Organizational culture

α = Constant term

β = Beta coefficient

X1 = Compliance

X2 = Controls

X3 = Consulting

X4=Risk

4.6.1 Model Summary

Determination coefficients (R2) were also carried out to determine the strength of the relationship between independent and dependent variables as shown in table 27 below:

Table 27: Showing Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.453[a]	.205	.168	.65959

a. Predictors: (Constant), R, CO, CON, C

Source: primary Data (2016)

In order to explain the percentage of variation in the dependent variable (organizational culture) that is explained by the independent variables. Coefficient of determination was obtained from the model summary in table 27 above, explains the extent to which changes in the dependent variable is explained by the change in the independent variable.

The R coefficient of 0.453 indicates that the predictors of the model which are compliance, controls, consulting and risk assessment have a correlation of 45.3% with the dependent variable of organizational culture.

The R square also called coefficient of determination of 0.168 indicates that the model can explain 16.8 % of the variations in the organizational culture and there are other factors which can only explain 83.2% of the variations in organizational culture. This shows that the independent variables (=compliance, controls, consulting and operations and risk assessment) of this study are significant predictors of the organizational culture.

4.6.2 Regression Coefficients

Determination of regression coefficient were also carried out to determine the strength of the relationship between independent and dependent variables as shown in table 28 below:

Table 28: Showing Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.731	.442		3.913	.000
	C	.392	.121	.433	3.232	.002
	CO	.240	.148	.170	1.616	.110
	CON	.082	.134	.069	.610	.543
	R	-.338	.110	-.426	-3.058	.003

a. Dependent Variable: OC

Source: primary Data (2016)

The established regression equation was

$Y = \alpha + \beta 1X1 + \beta 2X2 + \beta 3X3 + \beta 4X4$

$Y = 1.731 + 0.392 + 0.240 + 0.082 - 0.338$

From the regression equation, the study revealed that holding compliance, controls, consulting and operations and risk assessment to a constant zero would stand at 1.731, a unit increase in compliance would lead to increase in organizational culture by a factor of 0.392 (39.2%), a unit increase in controls would lead to increase in organizational culture by factor 0.240 (24%), a unit increase in consulting and operations would lead to increase in organizational culture by factor of 0.082 (8.2%) and a unit increase in consulting would lead to decrease in organizational culture by factor of -0.338(33.8%).

4.6.3 Summary and Interpretation of Findings

The findings from the study revealed that there was greater variation in organizational culture due to changes in compliance, controls, consulting and risk assessment, this clearly showed that changes in organizational culture could be accounted for by changes in compliance, controls, consulting and operations and risk assessment. The study also established that there was a positive relationship between compliance, controls, consulting and operations while risk assessment had a negative relationship with organizational culture. The study also found that among the four dimensions (compliance, controls, consulting and operations, and risk assessment) of independent variable compliance with 39.2% has the greatest effect on organizational culture, followed by controls with 24% effect, consulting and operations with 8.2% effect and risk assessment as the least with -33.8%.

In this model, compliance is the biggest predictor of organizational culture as compared to controls, consulting and risk assessments are minor predictors to organizational culture. Compliance stood out as the most significant with greater effect on organizational culture. The implication in this model is that compliance is a big predictor of organizational culture meaning that in a situation where management ensures there is compliance of rules and procedure on every work and maintains a sense of order in the organization, there is more likelihood of initiating organizational culture among employees which grows and becomes values, norms and beliefs in the organization.

4.6.4 Conclusion

This chapter presented, discussed and interpreted the findings as collected during the study. Both correlation analysis and regression showed that there was a relationship between the auditing practices and organizational culture.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The study examined the effect of auditing practices on organization culture with specific reference to GIZ South Sudan. The study adopted four research objectives which looked at the effect of compliance, the influence of controls, the role of consulting and operations and the effect of risk assessment on organization culture. This chapter presents the summary of findings, conclusions and recommendations of the study and these are presented according to the findings in the previous chapter.

5.1 Summary of Findings

5.1.1 The effect of Compliance and Organizational Culture

The findings revealed that there is a positive relationship between compliance and organizational culture ($r = 0.186$, $p \leq 0.079$). Statistically, this implies that changes in compliance leads to the changes in organizational culture.

This implies that compliance helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes which ensures and maintains a sense of order in the organization.

5.1.2 The influence of Controls and Organizational Culture

The findings revealed that there is a positive relationship between controls and organizational culture ($r = 0.287^{**}$, $p \leq 0.01$). Statistically this implies that changes in controls lead to changes in organizational culture with strong relationship.

This implies that controls in an organization are vital in defining areas of responsibility and enhances efficiency and effectiveness in work which improves the performance of the organization. It is also revealed that control is a responsibility of all staff and that all play a significant role.

5.1.3 The role of Consulting and Operations and Organizational Culture

Findings from the study revealed that there is a correlation between consulting and operations and organizational culture with a positive and insignificant relationship ($r = 0.108$, $p \leq 0.331$). This, statistically, implies that when there is an increase or decrease in consulting and operations, it leads to an increase or decrease in organizational culture. This also confirms that the relationship is weak between consulting and operations and organizational culture.

This implies that proper consulting and operations channels among the staff and the stakeholders in the organization prevent misunderstandings which might impair productivity or quality, and to convey decisions and directives of top management to the subordinates.

The study also revealed that in GIZ Company there are loopholes and mischiefs that hinder effective consultations and operations amongst the lower levels of employees and their leaders and this brings about poor performance.

5.1.4 The effect of Risk Assessment and Organizational Culture

Findings revealed that there is a significant and negative correlation between risk assessment and organizational culture ($r = -0.161$, $p \leq 0.131$). Statistically, this implies that increase in risk leads to decrease in organizational culture.

This implies that GIZ South Sudan has risk policies that are developed from the GIZ Headquarters in Germany and the developed policies are only appropriate in Germany but in appropriate in the local context.

5.2 Conclusions

Since all the dimensions of compliance, controls, consulting and operations showed a positive and significant relationship while risk assessment showed a negative relationship with organizational culture. The study therefore concludes that auditing practices has a positive relationship with organizational culture.

In regard to compliance, it was concluded that management ensured and maintained a sense of order in the work place and this was strengthened by the fact that management ensured staff complied with organization rules and procedures so as to be able to achieve the goals and objectives of GIZ South Sudan.

The researcher concluded that the implementation of controls is not a responsibility of one staff but it required all staff members to participate fully in ensuring that controls are part and pattern of their work while serving the organization and that top management support coupled with the policies and procedures of the organisation to ensure that controls are properly implemented and adopted so as to achieve the goals and objectives of the organisation through an improved organizational structure.

On testing the relationship between consulting and operations and organizational culture, the study concludes that consulting and operations channels among the staff and the stakeholders in the organization prevent misunderstandings which might impair productivity or quality and helps to convey decisions and directives of top management to the subordinates.

In regard to risk assessment, the researcher concluded that GIZ South Sudan has risk policies that are developed from the GIZ Headquarters in Germany and the developed policies are only favorable in Germany but in appropriate in the local context.

5.3 Recommendations

On the basis of the study findings, discussions and conclusions, the following recommendations in relation to the observations were made;

GIZ Company should enhance transparency and accountability through training and coaching that can create trust and confidence among the staff and the organization to strive to report, explain, and be answerable for the consequences of their actions.

GIZ Company should empower employees and define areas of responsibility that enhances efficiency and effectiveness in work to improve the performance of the organization and enhancing controls should be the responsibility of all staff as controls play a significant role in the organization.

GIZ Company should ensure that consultations and operations channels are properly developed, understood and made available to build genuine relationship among staff and stakeholders to enhance better performance

GIZ Company should have inclusive development of risk policies that are compatible and applicable to the local context it operates.

5.4 Areas for Further Study

The researcher recommends that study should be carried out on how change management practice affects organizational culture.

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RESEARCH QUESTIONNAIRE

Appendix I: Questionnaire

Dear respondent,

My name is Khamis John Bebe, currently carrying out a study on the topic '*the effect of organizational culture on auditing performance in an organization'* using Deutsche GesellschaftfürInternationaleZusammenarbeit (GIZ) Office South Sudan as my Case Study for the purpose of writing a dissertation as a requirement for the award of Master of Business Administration and Management of Uganda Martyrs University. The information you provide will only be used for the purpose of this study and will be treated with utmost confidentiality.

PART A

General Social, Demographic Characteristics (please fill /tick where appropriate)

Name of respondent................................... Deparment...............................
Date of filling the questionnaire..................................

1. Gender

a) Male ☐ b) Female ☐

2. Age

a) 18 – 25 ☐ b) 26 – 33 ☐ c) 34 – 41 ☐ d) 42 – 49 ☐ e) 50 – 57 ☐ f) 58 - 65 ☐

g) 66 and above ☐

3. Education background

Certificate ☐ b) Diploma ☐ c) Degree ☐ d) Masters☐ e) Post graduate ☐

Others ☐

If others, (Please specify)……………………………………….

4. Position held in the Organization ………………………………..

5. Length of service with the Organization

a) less than 6months ☐ b)6-12months ☐ c) 1-5 years ☐ d) more than 5 years ☐

PART B

Auditing

1). (Please tick the option which best suits you)

1= Strongly Agree; 2= Agree; 3= Neutral; 4= Disagree; 5= Strongly Disagree

Statements	1	2	3	4	5
What is the relationship of auditing/assessment and the way people behave					
The Internal Audit Section within an Organization have an Organizational Culture Identifiably Distinct to the Culture of the Organization within which it operates					
The Culture of the Internal Audit Section is Influenced by the Culture of the Organization as a Whole					

Part C

Organization culture

2). (Please tick the option which best suits you)

1= Strongly Agree; 2= Agree; 3= Neutral; 4= Disagree; 5= Strongly Disagree

Statements	1	2	3	4	5
The way people behave influences the way things are done					
The way people behave differ in the way things work					
People's behavior contributes positively to achievement of organizational goals					

PART C

Impact of compliance on organizational culture

1). (Please tick the option which best suits you)

1= Strongly Agree; 2= Agree; 3= Neutral; 4= Disagree; 5= Strongly Disagree

Statements	1	2	3	4	5
How does compliance to Standard operating Procedures of the organization affect the way people behave					
Management ensures and maintains a sense of order in the workplace where the organization listens to auditors and responds quickly to their needs.					
There is compliance to rules and procedures decided for every work and leads to, consistency in employee behavior and the management processes					
Individuals who hold higher positions ensures staff at lower positions comply to organizations rules and procedures					

2). Why do you think management has to ensure that staff comply with organizations rules and procedures?

……
………………………………………………………………………………………

PART D

Impact of controls on organizational culture

1). (Please tick the option which best suits you)

1= Strongly Agree; 2= Agree; 3= Neutral; 4= Disagree; 5= Strongly Disagree

Statements	1	2	3	4	5
To what level does organization controls affect the way people behave					
The organizational structure defines key areas of responsibility and establishes controls					
There exists appropriate feedback that provides positive and negative reinforcement to shape behavior in the desired direction					
Performance based on feedback and rewards enhance individual controls and Performance					

a) Does the responsibility to ensure controls in the organization depend on the management or the entire organization staff? Give reason(s)

……………………………………………………………………………………………………
……………………………………………………………………………………………………

b) Why do you think, it's important to establish controls in all organizations operations and activities?

………………………………………………………………………………………………
……………………………………………………………………………………………..

PART E

Impact of consulting and operations on organizational culture

1). (Please tick the option which best suits you)

1= Strongly Agree; 2= Agree; 3= Neutral; 4= Disagree; 5= Strongly Disagree

Statements	1	2	3	4	5
How does consultation in work affect the way people behave					
There exist proper consultations channels and operations modalities among the staff and the stakeholders,					
Where there exists an audit problem in operations, consultation is done and action is quickly taken by management					
Regular and consistent sharing of information on operations exist and the audit process stays on track, reviewing all nonconformities to ensure that they're logical, valid and clear					

a) Does inappropriate and inconsistent consultations and operations have consequences on the culture of the organization?Give reason(s)

……………………………………………………………………………………………………
…………………………………………………………………………………………………..

b).What do you think is crucial in organizational operations methods and consultation practices?
……………………………………………………………………………………………………
……………………………………………………………………………………………………

PART F

Impact of risk assessment on organizational culture

1). (Please tick the option which best suits you)

1= Strongly Agree; 2= Agree; 3= Neutral; 4= Disagree; 5= Strongly Disagree

Statements	1	2	3	4	5
How does safety precautions against risks given to staff affect the way they behave					
Management takes immediate measures against risks involving the staff/stakeholders					
Resource training and supervision to minimize risks is given to employees and leads to achievement of desired results					
Risk detection and mitigation is given priority rather than purely accomplishment of job					

a) How does safety precautions against risk affect organizational culture performance? Give reason(s)

....

b) Why do you think risk detection and mitigation is a core managerial responsibility

....

PART G

Intervening factors-:Education

1). (Please tick the option which best suits you)

1= Strongly Agree; 2= Agree; 3= Neutral; 4= Disagree; 5= Strongly Disagree

Statements	1	2	3	4	5
How does education affect auditing/assessment and the way people behave					
Hiring of employees is based on the approved standard of education and qualification					
Employees are competent of their roles and responsibilities and achieve results					
Employees capacity building enhances positive results to the organization					

a) how important is education to the overall organization performance? Give reason(s)

....

....

b) What do you think can be done so that employee's education and qualification and skills are fully utilized and give desired results/outputs to the organization

....
....
....

Intervening factors

Socio - cultural factors

1). (Please tick the option which best suits you)

1= Strongly Agree; 2= Agree; 3= Neutral; 4= Disagree; 5= Strongly Disagree

Statements	1	2	3	4	5
How does socio-cultural factors affect auditing/assessment and the way people behave					
organizational culture is sensitive to and defensive of non conformity of reports and roles and duties of employees					
employees relate to each other in accomplishing their roles and duties in the organization					
discipline system promote work and results of employees in the organization					

a) Can employees of varrying backgrounds be motivated to work as a team in an organizationGive reason(s)

....

....

b) What do you think can be done to utilize the varrying employees/peoples backgrounds in an organization to improve their performance and achieve organizational objectives.

....
....
....

c) How can organizations influence employees to make decisions regarding various behavioral alternatives to be an instrument in improving work performance in the organization?

....
....

PART H

Theory

Bureaucracy

1). (Please tick the option which best suits you)

1= Strongly Agree; 2= Agree; 3= Neutral; 4= Disagree; 5= Strongly Disagree

Statements	1	2	3	4	5
How do rules and systems affect the way people behave					
There exists rules and systems that constitutes the most efficient and rational way in which an organization can organize human activity, systematic processes					
Rules and systems affects effective procedures that are necessary to maintain order, maximize efficiency and eliminate favoritism.					
There is a more formalized, rigid structure of organization known as a bureaucracy i.e. Standard Operating Procedures (SOPs)					

a) Do you think bureacracy can be a good management tool for managers? Give reason(s)

....

....

b) What do you think are the challanges and criticisms of the organizational bureaucracy on the organizational performance?

....
....

Theory

Expectancy

1). (Please tick the option which best suits you)

1= Strongly Agree; 2= Agree; 3= Neutral; 4= Disagree; 5= Strongly Disagree

Statements	1	2	3	4	5
How does anticipation speculation affects the way people behave					
The relationship between people's behavior at work and their goals is not as simple as thought during their employment					
Employee's performance is based on individual's factors such as personality, skills, knowledge, experience and abilities.					
Individuals with different sets of goals can be motivated if they believe that: there is a positive relationship between efforts and performance, favorable performance will result in a desirable reward					

a) how can expectancy theory be an instrument in improving employees work performance in the organizational ? Give reason(s)

....

....

b) What do you think can be done so that employee's beliefs about Expectancy, Instrumentality, and Valence interact sensitively to create a motivational force such that the employee acts in ways that bring pleasure and avoid pain and achieve result in an organization.

....
....

Thank you so much for your time and the information you have shared

APPENDIX II: KREJCIE AND MORGAN TABLE

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

“N” is population size
“S” is sample size.

Appendix III: Research Introduction Letter

KHAMIS JOHN BEBE

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Date: 08.06.2013.

TO WHOM IT MAY CONCERN

I am a Masters student at Uganda Martyrs University, faculty of Business Administration and Management. I am currently conducting a research project on “the effect of auditing practices on organizational culture”. This Research project is a fulfillment of the requirements of the Degree of Masters in Business Administration of Uganda Martyrs University.

I have deliberately decided to select you not only because you are the most famous but also because I believe I shall be accorded the opportunity to collect the required data easily from you.

The purpose of this letter is therefore, to gently request you to participate in responding to this questionnaire by completing it as attached. I further request that you complete the questionnaire as carefully as possible.

I want to assure you that the information obtained from you will strictly be used for academic purposes and that these questionnaires and any other materials shall be appropriately referenced.

I very much look forward for your positive cooperation in this exercise.

Thank you.

Yours Faithfully,

KhamisJohn Bebe

Reg. No. 2012-M101-10014