

**THE INFLUENCE OF STRATEGIC CONTROLS ON CROSS BORDER
TRADE IN JONGLEI STATE, BOR TOWN MUNICIPALITY, SOUTH
SUDAN**

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DECLARATION

This research thesis is my original work of mine and no copy of it has been submitted to any other examination authority without Kenya Methodist University's permission.

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DEDICATION

I dedicate this thesis to my wife and partner, Rachael Akech, my two daughters, my two sons, entire family, my supervisors, and friends for their support, which has led to my success. May Almighty God bless you.

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My sincere gratitude goes out to my supervisors, Ms. Gladys Kituku, and Dr. Joshua Ogutu Miluwi, for giving me the chance to write on this emerging subject and for their assistance in organizing and synthesizing my thoughts so that I could successfully finish the project on schedule. I would like to express my sincere gratitude to all the lecturers at Kenya Methodist University for their assistance during the course. Lastly, I would want to express my gratitude to my loving family and fellow students for their unwavering support and encouragement during my academic career. I appreciate it, and may God bless you.

ABSTRACT

In South Sudan, strategic control is a crucial instrument for boosting cross-border trade. It contributes to the fair exchange of goods and services, which supports South Sudan's sustained economic growth. Numerous obstacles face local firms in South Sudan, such as expanded capacity, increased competition from new competitors, the danger of imports, and high production costs from electricity, imported clinker, and transportation. This study's main goal was to investigate how strategic control affects cross-border trade in South Sudan. The research specifically sought to accomplish the following goals: appraise the impact of surveillance control, analyze the impact of financial control, and assess the influence of premise control, implementation control, and investigation control on cross-border trade in South Sudan. In order to obtain detailed information from the staff of the Bor town municipality in Jonglei state, South Sudan, a descriptive survey methodology was used. The study's target population comprised 158 individuals who are employed at the Bor town Municipality in Jonglei State. Using simple random selection, 61 employees in the sample size were chosen at random to participate. Both structured and unstructured questions were included in the questionnaires used to collect the data. The statistical package for social sciences (SPSS) was utilized for data analysis, which includes descriptive statistics such as tables, charts, percentages, tabulations, means, and other measures of central tendencies. The study discovered the following: alignment of cross-border trade strategies with the overall business objectives significantly impacts the success of trade implementation; compliance with tax regulations and accurate tax reporting practices contribute to the financial control and transparency of cross-border trade operations in Jonglei State; efficiency in customs clearance processes positively contributes to the success of cross-border trade activities; and efficient compliance monitoring mechanisms play a crucial role in ensuring adherence to trade regulations and preventing violations in cross-border trade activities. The study concluded that successful cross-border trade operations in Jonglei State are positively impacted by efficient customs clearance procedures, and that effective compliance monitoring systems are essential for guaranteeing that trade laws are followed and averting infractions during cross-border trade operations in Jonglei State. The study suggests that governments should coordinate their policies to promote effective trade integration in order to support the efforts of cross-border traders. Encouraging and facilitating the policy-making process is essential, as is making sure the Customs Union continuously oversees how the policies are being implemented. If policymakers include cross-border commerce in their strategy, they will be better equipped to support their own economic empowerment and solidify their place as a prominent player in regional trade activities. The researcher recommends doing a comparable study across the EAC nations in order to determine the impact of strategic control on cross-border trade and to compare the results with those of Jonglei State.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
ABSTRACT.....	v
LIST OF TABLES.....	viii
LIST OF FIGURES.....	ix
ABBREVIATIONS AND ACRONYMS.....	x
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1 Background of the Study.....	1
1.2 Statement of the problem.....	10
1.3 Objectives of the study.....	13
1.4 Research Hypotheses.....	13
1.5 Justification of the Study.....	14
1.6 Significance of the Study.....	15
1.7 Scope of the Study.....	15
1.8 Limitation of the Study.....	15
1.9 Definition of terms.....	16
CHAPTER TWO.....	18
LITERATURE REVIEW.....	18
2.1 Introduction.....	18
2.2 Theoretical Review.....	18
2.3 Empirical Review.....	23
2.4 Conceptual Framework.....	43
2.5 Operationalization Framework.....	45
CHAPTER THREE.....	47
RESEARCH METHODOLOGY.....	47
3.1 Introduction.....	47
3.2 Research Design.....	47
3.3 Target Population.....	47
3.4 Sampling Technique.....	48
3.5 Sample Size.....	48
3.6 Research Instruments.....	48
3.7 Piloting of the research instrument.....	49
3.7.1 Validity of Research Instruments.....	49

3.7.2 Reliability of Research Instruments	49
3.8 Data Collection Procedures	50
3.9 Data Analysis and Presentation.....	50
3.10 Ethical Considerations.....	51
CHAPTER FOUR.....	53
RESULTS AND DISCUSSIONS	53
4.1 Introduction	53
4.2. Questionnaire Return Rate	53
4.3. Reliability and Validity Analysis	53
4.4. General Information of the Respondents	54
4.5. Diagnostics Tests.....	58
4.6. Premise Control.....	60
4.7. Surveillance Control.....	63
4.8. Implementation Control	64
4.9. Financial Control.....	67
4.10. Cross Border Trade in Jonglei State.....	69
4.11. Regression Analysis	70
4.12. Correlation Analysis.....	73
4.13. Discussion of Findings	74
CHAPTER FIVE	77
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	77
5.1. Introduction	77
5.2. Summary of Findings	77
5.3. Conclusion of the Study	78
5.4. Recommendations of the Study.....	78
5.5. Suggestion for Further Research	79
REFERENCES.....	81
APPENDICES	90
Appendix 1: Introduction Letter.....	90
Appendix II: Research Questionnaire	91
Appendix III: Introduction Letter from KEMU Postgraduate	97
Appendix IV: NACOSTI Permit.....	98

LIST OF TABLES

Table 4. 1: Response Rate.....	53
Table 4. 2: Summary of Reliability Test on Independent Variables.....	54
Table 4. 3: Distribution of Respondents by Age.....	56
Table 4. 4: Length of Working in the Organization.....	57
Table 4. 5: Shapiro-Wilk Test of Normality	58
Table 4. 6: Test for Multicollinearity.....	59
Table 4. 7: Test for Heteroscedasticity	60
Table 4. 8: Extent of Agreement on Premise Control on Cross-Border Trade.....	61
Table 4. 9: Extent of Agreement on Surveillance Control on Cross Border Trade.....	63
Table 4. 10: Extent of Agreement on Implementation Control on Cross Border Trade	65
Table 4. 11: Extent of Agreement on Financial Control on Cross Border Trade	67
Table 4. 12: Extent of Agreement on Cross Border Trade in Jonglei State.....	69
Table 4. 13: Model Summary	70
Table 4. 14: ANOVA of the Regression.....	71
Table 4. 15: Coefficient of Determination.....	72
Table 4. 16: Correlation Between strategic control and cross border trade in Jonglei State.....	74

LIST OF FIGURES

Figure 2. 1: Conceptual Framework	45
Figure 2. 2: Operationalization Framework.....	46
Figure 4. 1: Respondents Gender.....	55
Figure 4. 2: Highest Level of Education.....	57

ABBREVIATIONS AND ACRONYMS

BOP	Balance of Payments
KPIs	Key Performance Indicators
NBS	National Bureau of Statistics
OECD	Organization for Economic Cooperation and Development
RBV	Resource based view
SSRA	South Sudan Revenue Authority
UNBS	Uganda National Bureau of Standards
URA	Uganda Revenue Authority

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Businesses now prioritize strategic control more in order to keep a competitive edge as a result of the globalization of the corporate world (Cuervo-Cazurra et al. 2020). Concurrently, as companies look to grow, the importance of cross-border trade has increased. As a result, in order to guarantee that their intended results are realized, businesses must closely assess the impact of strategic control and cross-border trade (Pananond et al. 2020). Trade across borders is a dynamic and intricate business activity that comes with a number of risks and problems. Strategic control mechanisms must be implemented by organizations in order to navigate and govern this environment effectively. According to Sun et al. (2021), strategic control is the methodical monitoring and management of operations to guarantee alignment with corporate goals and intended results. Notably, strategic control encompasses a number of goals, such as financial control, implementation control, premise control, and surveillance control.

Establishing policies and procedures to guarantee adherence to legal and regulatory standards in several nations or areas is known as premise control (Zhang et al. 2020). It supports businesses in upholding moral principles, reducing legal risks, and cultivating stakeholder trust. Understanding the target market and its unique requirements is crucial for implementing premise control in cross-border trade. This knowledge enables companies to adjust their sales tactics to suit the needs of clients in other nations. Validating the presumptions and premises of the cross-border trade strategy requires conducting market research, which includes examining consumer preferences, market trends, and competitor activity (Kahiya & Kadirov, 2020).

Another important goal of strategic control in cross-border trade is surveillance control. It comprises the ongoing observation and evaluation of consumer behavior, rival activity, and market trends (Chang et al.2020). Organizations may uncover new possibilities and dangers, obtain pertinent information in a timely manner, and make well-informed strategic decisions with the help of surveillance control. For instance, if a Kenyan company notices a decline in market share in Uganda, surveillance control allows them to investigate the reasons behind it, such as increased competition or changing customer preferences, and make necessary adjustments to their marketing and distribution approaches (Sebele-Mpofu et al. 2021). Market trends and external factors also play a significant role in surveillance control. Monitoring shifts in consumer behavior, economic conditions, regulatory frameworks, and the competitive landscape is essential for adapting cross-border trade strategies (Sterl et al. 2021).

In order to guarantee that cross-border trade initiatives are executed effectively, implementation control is essential. Allocating resources, coordinating operations, and assessing performance in relation to preset goals are all part of it (Sterl et al. 2021). Organizations can improve cross-border trade outcomes, minimize risks, and increase operational efficiency by putting strong implementation control measures in place. One key aspect of implementation control is ensuring the alignment of cross-border trade activities with the overall strategic objectives (Chome et al. 2020). Businesses involved in cross-border trade in South Sudan need to have a clear understanding of their strategic goals and ensure that their trade activities and initiatives are in line with these objectives (Wang et al. 2020). For example, if the strategic objective is to expand market share in neighboring countries, implementation control measures can be put in place to track and evaluate the progress of market expansion initiatives.

In the context of cross-border trade, financial management is another important strategic control goal. It has to do with managing financial resources, which includes financial performance assessment, cost control, and budgeting (Kwan, 2020). Organizations can strategically deploy resources, maximize profitability, and guarantee financial stability in cross-border trade activities with the use of efficient financial control methods. Regarding international trade, financial control plays a significant role in maximizing profitability, mitigating risks, and supporting sustainable growth (Kwan, 2020). One key aspect of financial control in cross-border trade is the management of foreign exchange risk. Businesses engaged in cross-border trade face exposure to fluctuations in currency exchange rates, which can impact the profitability of their international transactions. To mitigate this risk, businesses can implement financial control measures such as hedging strategies or entering into forward contracts to lock in exchange rates (Sebele-Mpofu et al. 2021).

Numerous academics have looked into how strategic control affects international trade. Kahiya and Kadirov (2020) underscore the significance of strategic orientation in attaining exceptional performance, stressing the part that customer value types play in propelling strategic control initiatives. They contend that competitiveness can be increased by matching strategic control methods to consumer value categories. Export competitiveness has been promoted by the formulation of policy suggestions through the restoration of non-oil exports and investment in promising industries targeted at the state of Jonglei's economic and social advances.

By offering high-quality goods and services at lower prices in foreign markets to maintain market dominance and long-term economic value, the nation's export competitiveness significantly contributes to the growth and success of the export sector

(Cuervo-Cazurra et al. 2020). According to Kahiya and Kadirov (2020), strategic control is the process by which a business creates and preserves control over its resources, operations, and decision-making in order to accomplish particular goals. This procedure is essential for a number of company functions, such as risk mitigation and profitability optimization. Companies must carefully consider the related ramifications in order to apply strategic control and negotiate the challenges of cross-border trade (Sebele-Mpofu et al. 2021).

The exchange of commodities and services between various nations is referred to as cross-border trade (Chome et al. 2020). Through this type of trading, businesses can increase their consumer base, break into new markets, and diversify their sources of income. But it also brings with it difficulties including cultural differences, geopolitical dangers, and regulatory compliance (Wang et al. 2020). Businesses that want to prosper in international trade must thoroughly analyze the effects of strategic control and create all-encompassing plans to deal with these issues. According to Kwan (2020), the principal aims of strategic control encompass optimizing resource allocation, augmenting operational efficiency, and accomplishing organizational objectives.

Strategic control is even more important in the case of cross-border trade since it entails managing activities across jurisdictions, adjusting to shifting market conditions, and complying with global trade laws (Klopp et al. 2022). Businesses need to be well-versed in the markets they serve, the particular difficulties that come with doing business internationally, and the tactics required to keep control and optimize gains. Businesses need to consider a number of elements while evaluating the effects of strategic control and cross-border trade.

To guarantee compliance and reduce legal risks, they must consider the legal and regulatory frameworks of the relevant nations (Mwakaje, 2022). Second, trade policies, market dynamics, and investment prospects are significantly shaped by the political and economic situations of the various nations. Careful consideration of the target market's cultural characteristics is necessary to guarantee good relationship-building, communication, and strategy adaptation (Leonardi, 2020). In the context of Jonglei State, Bor Town Municipality, it is imperative to consider the particular consequences of strategic control and cross-border trade in order to ensure thorough analysis. Businesses, for example, could have to deal with political instability, such as the existence of armed groups and intercommunal disputes, which can affect operations and security concerns (Mwakaje, 2022). Furthermore, businesses looking to set up effective supply chains and logistics systems may encounter difficulties due to a lack of suitable physical infrastructure and poor access to dependable transportation networks (Klopp et al. 2022).

Across the board, strategic control has been used to decide whether businesses should stick to their current plan or change it to accommodate evolving conditions. In the Asian countries, there are four main forms of cross-border commerce (Mwakaje, 2022). They consist of wholesale, retail, import, and export trade. Businesses must consider the unique characteristics of the various forms of cross-border trade when developing their cross-border trade strategy (Leonardi, 2020). For the Asian countries, for instance, businesses must create cross-border trading strategies that are conducive to import trade. Taking advantage of the expanding economies of most nations worldwide, emerging nations like Japan have exercised strategic control in reshaping their businesses for global competitiveness (Leonardi, 2020). Global corporations have been instrumental in the rise of growing nations, including Japan, as a result of the economic

expansion of developing and newly industrialized nations like China and India, which offer markets to them (Hou, & Wang, 2024).

China's economic development has benefited immensely from the reform and opening up, which has also ushered in a new age for the growth of the nation's foreign trade. China's involvement in global trade and economic activities has increased, as has the diversity of its trade and economic links with other countries (Hou & Wang, 2024). Several strategic market controls apply to cross-border trade in the United States. These regulations are intended to guarantee that imported goods adhere to safety and quality standards as well as shield the home market from unfair international competition (Hou & Wang, 2024). The tariff is the primary strategic control. Tariffs are levied on imported items with the intention of driving up the cost of foreign goods relative to their domestic counterparts. Generally speaking, tariffs are applied on a large number of goods, such as apparel, food, and machinery. The United States places many other limitations on cross-border trade in addition to tariffs. These limitations include embargoes, which forbid the importing of particular items from particular nations, and quotas, which set a limit on the amount of certain imported goods that can be sold in the United States (Bergin, 2022).

In a regional context, Strategic control can be applied to cross-border trade in Africa to accomplish goals including lowering trade barriers, boosting economic expansion, or advancing regional integration (Cuypers et al. 2021). Many African nations are currently having difficulty maintaining control over their own borders and trade. As a result, cross-border trade is currently frequently chaotic and unregulated (Ahluwalia et al. 2020). Smugglers and other criminal elements now have opportunities to profit from the situation as a result of this. To make things better, African nations must have greater

control over their borders and trade. Creating and implementing more effective strategic market control measures is one method to do this. This could aid in controlling commerce and averting illicit activities like smuggling (Valentinov & Roth, 2024). Trade across borders can be a challenging and chaotic business.

However, African nations may make improvements and better regulate trade by creating and putting into practice stronger strategic control mechanisms. The South African government may use strategic control measures in the context of trade between Nigeria and South Africa to shield its own sectors from competition from imports from Nigeria (Makhlouf, 2020). Tariffs, quotas, and other trade restrictions are a few possible forms of this. The emerging nations that comprise the regional market have encountered non-competitive practices and structures in spite of their competitive advantage. There are numerous monopolies in East Africa, with lone operators controlling substantial market shares in important industries. This reduces external competitiveness and stunts economic growth by creating a lack of competition that drives up product prices (Taherdoost, 2021).

According to recent studies, the quickly developing and emerging market economies are to blame for the declining level of competition and the expanding corporate market; however, in the East African region, this has not kept up with both local and foreign rivalry (Berenguer-Rico & Wilms, 2021). The market dominance of a small number of large enterprises, the lax implementation of policy frameworks, entrance regulations, and tax regime policies are all factors contributing to the lack of adequate domestic competition. Due to current trade restrictions, which also hinder domestic competitiveness by limiting access to inputs, international competition has been insufficient (Nwangburuka et al. 2023).

There are potential benefits for the East African region, so it is critical to strengthen product competition through the implementation of market reforms to lower barriers to entry and exit, enactment of competition laws and enforcement agencies, openness to regional trade and foreign direct investment, and strategic control in competition policy frameworks (Đalić & Terzić, 2021). the implementation of tax, fiscal, and procurement laws to guarantee efficient and effective market competition and to avoid market distortions. By involving multinational and international firms, trade growth and investment chains are boosted, while anticompetitive behaviors in regional commerce are eliminated (Roeck et al. 2020). Major trading partners of South Sudan are its neighbors, which include Ethiopia, Kenya, Uganda, Sudan, and, to a lesser extent, the Democratic Republic of the Congo (DRC) and the Central African Republic (CAR). Due to its open economy, which is distinguished by its dominant consumers and capacity to vary its offerings, South Sudan plays a crucial role in the region's external commerce (Kahiya & Kadirov, 2020).

The country's efforts to improve market structures and provide a competitive advantage are what will determine how dominant it becomes. These efforts should focus on maintaining market security, removing illegal activity from the marketplace, streamlining taxation procedures, and fostering bilateral trade, which lowers or removes tariffs, import quotas, export restrictions, and other trade barriers to promote investment and trade in the area (Traverso & Schiavo, 2020). By instituting regulations and upholding the rule of law, which all nations must abide by, the strategic plans improve trade relations (Ovan & Saputra, 2020). According to recent studies, South Sudan's government has counterbalanced its trade with a stronger economic diversification from oil, which has been a significant export and a source of national income.

According to Zheng (2021), the government now views the services, mining, and agriculture sectors as the main drivers of South Sudan's economic growth and significant exports to the surrounding region. Strategic control pertains to the critical assessment of various elements such as policies, institutions, and activities that impact a firm's productivity both domestically and internationally, as well as its present and future performance. The strategies' executions can be measured by looking at productivity attainment capabilities and competencies as well as technological advancements that constitute a threat to competitiveness (Zheng, 2021).

On July 9, 2011, the new nation of South Sudan became independent. Trade across borders plays a significant role in South Sudan's economy. According to Malik and Gallien (2020), the nation borders the Democratic Republic of the Congo, Sudan, Ethiopia, Kenya, Uganda, and the Central African Republic. Cross-border trade is ubiquitous, and these borders are frequently porous. Due in part to the low salaries in the nation, there is competition among the many enterprises for both low-priced items and services, which has resulted in low economic production. Davis and Dingel (2020) estimates that between 60 and 80 percent of South Sudan's entire trade is informal cross-border trade.

This kind of transaction is frequently carried out by traders who are not properly registered with the government and who do not declare their items to customs officers (Foucher, 2020). Since attaining independence in 2011, South Sudan has faced numerous political and economic difficulties, such as internal strife, inadequate infrastructure, and constrained institutional capability (Mulindwa, 2020). These elements have influenced the economic climate and have ramifications for organizations looking to engage in cross-border trade and exert strategic dominance in

the area. In this situation, strategic control is influenced by an awareness of and ability to handle the particular possibilities and difficulties.

1.2 Statement of the problem

Since obtaining independence in 2011, South Sudan, the youngest nation in the world has faced political unrest, ethnic conflicts, and economic difficulties (Leonardi, 2020). The civil war and other internal disputes have caused disruptions to the country's oil export industry, which is crucial to its economy (Mulindwa, 2020). The government has encouraged cross-border trade with surrounding nations, such as Uganda, Kenya, and Ethiopia, in an effort to diversify its economy and boost revenue (Mulindwa, 2020). Effective strategic control, which comprises laws, rules, and organizations that oversee and manage trade, is necessary for cross-border trade to succeed. In South Sudan, the local currency lost nearly 50% of its value between January and March 2024 on parallel and official market, and over 95% relative to same period last year. Between February and March 2024, the cost of the Minimum Expenditure Basket (MEB) increased by up to 25% and in some areas was up to 130% higher than the same time last year. This has affected Jonglei being the biggest state and its trade activities have been affected. However, the impact of the oil disruption in the near-term will be felt most intensely in urban areas with high market dependence, sharply rising prices, and inability of the government to pay salaries.

According to earlier studies, strategic control is necessary for cross-border trade in African nations to be effective (Mwakaje, 2022). For example, a research carried out in Kenya discovered that the absence of efficient border controls encouraged smuggling and other illicit trade activities, which had a detrimental effect on the nation's revenue. In a similar vein, studies conducted in Nigeria showed that poor institutions and

insufficient infrastructure impeded international trade and raised transaction costs (Kwan, 2020). A study conducted in Ghana revealed that the lack of a well-defined regulatory and institutional framework for cross-border commerce hindered the nation's potential to utilize regional integration as a means of achieving economic growth. In Uganda, inadequate infrastructure, restricted financial access, and corruption have all impeded cross-border trade. Cross-border trade in Algeria is costly and challenging due to the absence of coordinated trade laws and regulations with surrounding nations (Kahiya & Kadirov, 2020).

This thesis specifically examined the impact of cross-border trade and strategic control in Jonglei State's Bor Town Municipality within the framework of these larger regional and global challenges (Mulindwa, 2020). Ethiopia borders Jonglei State, which is geographically advantageous and has the potential to grow into a major trading hub in South Sudan. The efficiency of strategic control within the state and its impact on international trade, however, are not well understood. In order to close this knowledge gap and offer suggestions to decision-makers for enhancing South Sudan's cross-border trade and strategic control, Faccarello (2022) conducted this study. The youngest nation in the world, South Sudan, has a lot of obstacles to overcome in its quest to broaden its economic base and boost its revenue.

The civil war and other internal conflicts have caused disruptions to the country's oil export industry, which is crucial to its economy (Pendle, 2021). Because of this, the government has encouraged international trade with its neighbors in an effort to diversify its sources of income and spur economic expansion. However, effective strategic control which consists of laws, rules, and organizations that oversee and manage trade is necessary for cross-border trade to succeed (Vancluysen, 2022). Prior

studies have demonstrated that African nations possessing strong strategic control policies and institutions have a higher probability of achieving favorable results in international commerce. On the other hand, issues like corruption, tax evasion, and smuggling are more likely to arise in nations with inadequate or ineffective strategic control mechanisms (Petrikova & Lazell, 2022).

Cross-border trade has been deemed essential to South Sudan's economic development and has a great deal of potential to do so (Mihatsch, 2021). The Ministry of Trade Industry, and East African Community Affairs has identified cross-border trade as a priority area for development, and the government has taken several steps to promote trade activities, including the establishment of trade centers and the signing of regional trade agreements (Mihatsch, 2021). Nevertheless, there are a number of obstacles to cross-border trade in South Sudan despite these attempts. These include insufficient infrastructure, a lack of institutional strength, and insufficient funding to carry out trade laws and regulations. Smuggling and other illicit trade practices are a result of South Sudan's cross-border trade lacking effective strategic control.

In light of these more general regional and global concerns, this thesis concentrated on the impact of strategic control and cross-border trade in Jonglei State, Bor Town Municipality, South Sudan. With its advantageous location and Ethiopian border, Jonglei State has the potential to grow into a major trading hub for South Sudan. The efficiency of strategic control in the state and its effects on cross-border trade, however, are poorly understood. Thus, the purpose of this study was to look at how strategic controls affected cross-border trade in South Sudan. a case involving the municipality of Bor town in Jonglei state. Although earlier studies have emphasized the significance of strategic control for profitable cross-border trade, not much of it has been conducted

in South Sudan. This study aimed to fill this gap by providing insights into the challenges and opportunities of cross-border trade in Jonglei State, South Sudan.

1.3 Objectives of the study

1.3.1 General objectives

The general objective of this study was to determine the influence of strategic control on cross border trade in Jonglei State. The motivation to undertake the study was as a result of decline in cross border trade over the years. Additionally, the researcher wanted to find out what were the causes and how strategic control would address the issue.

1.3.2 Specific objectives

- i. To determine the influence of Premise Control on cross border trade in Jonglei State
- ii. To assess the influence of Surveillance control on cross border trade in Jonglei State
- iii. To examine the influence of Implementation control on cross border trade in Jonglei State
- iv. To determine the influence of financial control on cross border trade in Jonglei State

1.4 Research Hypotheses

The study sought to test the following hypotheses:

- i. **H₀₁**: Premise Control has no significant influence on cross border trade in Jonglei State
- ii. **H₀₂**: Surveillance control has no significant influence on cross border trade in Jonglei State

- iii. **H03:** Implementation control has no significant influence on cross border trade in Jonglei State
- iv. **H04:** Financial control has no significant influence on cross border trade in Jonglei State

1.5 Justification of the Study

Cross-border trade is a critical component of economic development in many African countries, providing an opportunity to expand markets, increase revenue, and promote regional integration. In South Sudan, cross-border trade has the potential to diversify the economy and increase revenue, which is especially important given the country's heavy reliance on oil exports. Effective strategic control, which comprises laws, rules, and organizations that oversee and manage trade, is necessary for cross-border trade to succeed. With its advantageous location and Ethiopian border, Jonglei State has the potential to grow into a major trading hub for South Sudan. The largest state in South Sudan, Jonglei State, was the study's main emphasis. Tribal infighting has always plagued Jonglei State. A significant portion of the conflict stems from personal grievances connected to the kidnapping of women and children and the robbery of cattle, as well as basic resources like food, land, and water. This has affected trade in the state and hence the current study focused on cross border trade and strategic control.

The significance of this study stems from its aim to shed light on the obstacles faced by cross-border trade in Jonglei State and offer suggestions to policymakers for enhancing strategic control systems. The results of this study could have a significant impact on investors, companies, and policymakers who are considering doing cross-border commerce in South Sudan. The study's identification of the difficulties cross-border trade in Jonglei State faces should help shape laws and policies that encourage regional integration, lower trade barriers, and enhance the state's business climate overall.

Furthermore, the study can shed light on how well strategic control measures operate to encourage cross-border commerce, which could guide future initiatives to strengthen South Sudan's cross-border trade regulations.

1.6 Significance of the Study

The significance of the study on strategic control on cross border trade in Jonglei State is to provide information on the best ways to control cross border trade in the country. The study will also help to improve the understanding of the South Sudanese government on the best ways to control cross border trade. The commercial sector and other parties participating in cross-border trade in South Sudan will also benefit from the study. The research will enhance comprehension of South Sudan's strategic control over cross-border trade. The study's findings would be very helpful to practitioners and policymakers as they develop and put into practice plans and policies to encourage cross-border trade in Jonglei State. The research will add to our understanding of South Sudan's cross-border trade.

1.7 Scope of the Study

The Bor town municipality in Jonglei state served as the study's location. It ascertained the impact of strategic control on South Sudan's cross-border trade. The employees of the Bor town municipality in Jonglei State were the focus of the study. Among the staff members were consultants, elected officials, volunteers, and full- and part-time municipal employees. Due to the country's geographical location, the size and years of existence, this study was carried with keen concentration on the favorable strategic control factors. The study was carried out in the month of June to August 2023.

1.8 Limitation of the Study

There are several challenges that researchers may face when conducting data collection from cross-border traders in Jonglei State. The subject on strategic control encompasses

many aspects that may not be sufficiently tackled in one study. South Sudan being one of the newest country most of the infrastructures have not highly advanced to the competitive level both locally and regionally. Therefore, the researcher focused on the most critical aspects of strategic control for cross-border trade in Jonglei State in order to overcome that limitation. Secondly, Poor Road network slowed down data collection process in Jonglei State. There may be difficulty in accessing cross-border traders, as they are often located in remote areas. For this limitation, the researcher used alternative transportation methods, such as air or water transport, to reach remote areas with cross-border traders. Further, the researcher used technology-based approaches, such as conducting phone or online surveys, to collect data from traders in areas with poor road networks. There may be language barriers between the researcher and the traders, as many traders may not speak English. The researcher hired a local translators or interpreters who can facilitate communication between the researcher and the traders. There may be a lack of trust between the researcher and the traders, as the traders may be wary of sharing information with someone from outside their community. Moreover, the researcher-built relationships with cross-border traders before conducting the research to establish trust. The researcher may have limited time to conduct the research, due to the nature of cross-border trade. To address this limitation, the researcher, used a research design that optimizes the limited time available, such as conducting a focused study on a specific aspect of cross-border trade.

1.9 Definition of terms

Channel Optimization: techniques used to increase key performance indicators (KPIs) across all of your marketing channels.

Cross border trade: trade between adjacent nations that is carried out by unregistered, small, and vulnerable traders.

Financial control: This is a strategy used by the organization, it uses its resources to achieve the goals and objectives set.

Implementation control: It is a type of strategic control that assesses whether the implementation activities have been achieved.

Premise Control: A strategy that is used by an organization to systematically and continually verify whether the organization's certain assumptions are factual.

Publicity strategies: an incredibly economical approach that can increase awareness of your people, skills, and goods and services.

Strategic cost: the process of cutting overall expenses while strengthening a company's strategic position.

Surveillance control: It is a strategic control that is used to identify factors that have been overlooked, both the outside and inside of the organization that may influence the strategy.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of this section was to delve into pertinent and interconnected literature pertaining to the subject of the study. It specifically centers around the examination of theoretical foundations, previous literature studies, and the conceptual framework that underpins the research.

2.2 Theoretical Review

A theoretical review involves a thorough and analytical assessment of the existing knowledge base concerning a specific subject matter. Its purpose was to identify deficiencies in current research and ascertain which areas necessitate further investigation. Typically, a theoretical review is conducted within the context of a broader research endeavor, such as a dissertation or thesis. In this section, the study highlighted the theories employed as a framework for the research.

2.2.1 Theory of Comparative Advantage

According to the theory of comparative advantage, countries should focus their efforts on producing goods and services where their opportunity cost is lower than that of other countries (Davis & Dingel, 2020). This theory advocates for the implementation of publicity strategies, such as tariffs and quotas, to promote cross-border trade in South Sudan. By restricting imports of goods that can be produced more cheaply domestically, these strategies give South Sudanese producers a comparative advantage in the domestic market and make it more difficult for foreign firms to compete (Gaubert & Itskhoki, 2021). This can lead to increased cross-border trade as South Sudanese firms seek to sell their products in foreign markets. As per this theoretical framework, nations tend to focus on producing goods and services in areas where they have a comparative

advantage (Faccarello, 2022). Then, in order to get goods and services in markets where they do not have a comparative advantage, they trade with other nations. If Publicity strategies make it more difficult for firms in South Sudan to trade with firms in other countries, this may lead to a reduction in the overall level of trade and specialization, and ultimately lead to a decrease in the efficiency and productivity of the South Sudanese economy (Ahmadi & Hosainpour, 2023).

International trade between nations is explained economically by the theory of comparative advantage (Stöllinger & Guarascio, 2023). According to this theory, nations trade with other nations to acquire commodities and services that they are unable to create as effectively, but they specialize in creating goods and services where they have a comparative advantage. Free trade is supported on the premise of this idea (Widodo, 2009). According to the hypothesis, some countries have a comparative advantage in manufacturing because they can create specific goods and services at a cheaper cost than other nations. Furthermore, the theory supports the notion that Publicity strategies, such as advertising and marketing, can positively influence cross-border trade by stimulating demand for a country's exports. Consequently, this increased demand contributes to the expansion of cross-border trade (Nu'man et al. 2020).

Comparative advantage is an economic principle that guides the most efficient allocation of resources for the production of goods and services. It dictates that, in the face of limited resources, a company or country should focus on producing the goods and services with the lowest opportunity cost. This means producing those goods and services that can be made at a lower cost compared to competitors (Abramo et al. 2022). The fundamental idea of free trade, which permits the unrestricted flow of goods and

services between countries, is the concept of comparative advantage. Countries can specialize in producing goods and services in which they have a comparative advantage thanks to free trade (Morlin et al. 2024). This specialization enhances efficiency, enabling countries to generate a greater quantity of goods and services compared to if they attempted to produce everything on their own. Publicity strategies also leverage the concept of comparative advantage by aiming to increase exports and decrease imports (Morlin et al. 2024).

A nation can encourage businesses to develop items and services in which they have a competitive advantage by implementing these methods (May & Schedelik, 2021). It is possible for the nation to increase exports and decrease import dependency by increasing the production of these commodities and services. As per the theory of comparative advantage, when it comes to cross-border trade, countries ought to focus on producing goods and services in which they possess a comparative advantage. They should also engage in trade with other nations to acquire goods and services that they cannot produce efficiently (Hou & Wang, 2024). This approach can lead to improved economic efficiency, growth, and the exchange of knowledge and technology across borders. However, it is crucial for countries to ensure that trade agreements are fair, equitable, and do not result in the exploitation of workers or environmental degradation (Hou & Wang, 2024). In summary, the theory of comparative advantage has significant relevance to the study of strategic control and cross-border trade as it provides a framework for understanding how countries can reap the benefits of international trade while addressing potential risks and challenges (Yodgorkhon et al. 2021).

2.2.2 The Theory of Absolute Advantage

According to Brkić (2020), the theory of absolute advantage postulates that nations will engage in trade with one another if they are able to produce goods and services at a

cheaper cost than their trading partners. It further contends that a nation can sell an item or service to another nation at a cheaper cost and yet turn a profit if it has a definite edge over the other nation in producing it. According to the notion of absolute advantage, nations should focus on producing the commodities and services that they can create more effectively than those produced by other nations (Pei et al. 2020). This specialization will lead to lower production costs and higher output levels, which will in turn lead to lower prices for goods and services.

The theory of absolute advantage supports the cross-border trade in South Sudan by demonstrating that a country can produce a good or service at a lower cost than another country (Pei et al. 2020). This advantage allows the country to sell the good or service at a lower price, which in turn makes it more affordable for consumers in other countries. Consequently, there is a rise in cross-border trade due to the increased demand for the commodity or service (Bergin, 2022). The theory of absolute advantage provides support for South Sudan's cross-border trade by demonstrating the nation's comparative advantage in producing specific goods and services. This implies that the nation may sell these products and services for less money since it can manufacture them more cheaply than other nations (Ara, 2020). This makes the country's exports more competitive and can help to increase the country's trade surplus. Overall, the theory of absolute advantage is relevant to the study of cross-border trade as it provides a basic framework for understanding the benefits of international trade.

2.2.3 Theory of Transaction Cost Economics

Transaction cost economics can help explain the effects of different Channel Optimization control strategies on cross border trade in South Sudan. For example, a company that uses a vertical marketing system may be able to enjoy lower costs and greater control over its distribution channels, leading to increased cross border trade

(Rindfleisch, 2020). However, a company that uses an independent agent network may find it more difficult to control its distribution channels, leading to less cross border trade. Transaction cost economics supports the effects of Channel Optimization control strategies on cross border trade in South Sudan by providing a theoretical framework for understanding the costs and benefits of different control strategies (Ketokivi & Mahoney, 2020). For example, a company that uses a vertical integration strategy to control its distribution channels may incur higher costs than a company that uses a more decentralized approach. However, the former company may also enjoy greater control over its distribution channels and be able to capture more of the benefits of trade (Ahluwalia et al. 2020).

Transaction cost economics supports the effects of Channel Optimization control strategies on cross border trade by providing a framework for understanding the costs and benefits of different control strategies. Valentinov and Roth (2024) understanding the trade-offs between different control strategies, firms can choose the most efficient and effective strategy for their specific needs. Transaction cost economics is the study of the costs associated with the exchange of goods and services. It can be used to analyze the effects of different Channel Optimization control strategies on cross border trade (Valentinov & Roth, 2024).

For example, if a company uses a direct distribution strategy, it will incur lower transaction costs than if it uses an indirect distribution strategy. This is because the company will have to deal with fewer intermediaries and will have more control over the prices at which its products are sold (Makhlouf, 2020). However, a direct distribution strategy may also lead to higher costs in other areas, such as shipping and logistics. Therefore, a company must carefully consider all of the costs associated with a particular distribution strategy before choosing one (DeMiguel et al. 2020).

For example, a firm considering cross-border trade may need to search for suppliers or distributors in foreign countries, negotiate contracts and pricing, and monitor the performance of its partners (Roeck et al. 2020). Each of these activities incurs transaction costs, and a firm will need to consider the costs and benefits of engaging in cross-border trade to determine if it is the optimal choice. Similarly, the TCE can also help us understand how strategic control can be used to mitigate transaction costs. For example, a firm may choose to acquire a foreign subsidiary to have greater control over the supply chain and reduce the risk of opportunistic behavior by foreign partners. Alternatively, a firm may choose to enter to joint ventures with foreign partners to share transaction costs and mitigate the risks associated with cross-border trade (Barandi et al.2020).

2.3 Empirical Review

An empirical review is a particular kind of review that focuses on the information and proof that are currently accessible for a certain topic. This includes information from reports, surveys, interviews, and other sources in addition to data from research investigations. An empirical review's goal is to provide a thorough overview of the body of knowledge already known about a certain subject. In this study, various variables will be examined and analyzed, as outlined in the subsequent sections.

2.3.1 Premise Control on Cross Border Trade

In order to manage and maximize cross-border commercial activity, premise control is essential. Premise control makes ensuring that the strategy direction is still applicable and successful in the setting of cross-border trade by concentrating on assessing the presumptions and premises that underpin an organization's strategic goals (Kahiya & Kadirov, 2020). Understanding the target market and its unique requirements is crucial for implementing premise control in cross-border trade. This knowledge enables

companies to adjust their sales tactics to suit the needs of clients in other nations. Validating the presumptions and premises of the cross-border trade strategy requires conducting market research, which includes examining consumer preferences, market trends, and competitor activity (Basboga, 2020).

It is imperative that enterprises involved in cross-border trade in South Sudan are cognizant of the policies and guidelines that oversee those activities (Traverso & Schiavo, 2020). Understanding and abiding by the legal and regulatory frameworks allows businesses to minimize risks and avoid potential issues related to cross-border trade. Compliance with international trade regulations, customs requirements, and documentation procedures is essential to ensuring smooth operations. Creating a thorough plan is essential to maximizing premise control in international trading. The cross-border trade strategy's aims and objectives should be outlined in this plan, together with a schedule for accomplishing them. Businesses may make sure that all stakeholders are working toward the same goal by ensuring that the strategic direction is clearly defined and that their efforts are coordinated (Nadalutti, 2020).

Cross-border trade may face several obstacles, including but not limited to linguistic difficulties, cultural disparities, and logistical concerns (Nadalutti, 2020). It is essential to have backup plans in place to deal with these obstacles. Businesses can reduce disruptions and sustain effective cross-border trade operations by foreseeing possible issues and developing plans to address them. In cross-border trade, premise control implementation can have a number of advantages (Zheng, 2021). Businesses can track and improve sales performance internationally by centralizing control over sales operations and activities. Better coordination and efficiency in leading sales teams involved in cross-border trade are made possible by this. Furthermore, according to Yoon et al. (2021), premise control can assist in lowering the expenses related to

overseeing sales operations across national borders. Businesses can increase the efficacy and efficiency of their sales operations by standardizing processes and procedures for their sales people. Sales reps are guaranteed to have the abilities needed to conduct cross-border business through proper training and knowledge transfer (Yoon et al. 2021).

Additionally, premise control guarantees the fairness and transparency of cross-border trade (Qiu et al. 2022). Businesses can uphold moral behavior and comply with global norms by establishing policies and processes. Customers and stakeholders will feel more trusted as a result, which will strengthen long-term bonds and promote sustainable cross-border trade. In the context of cross-border trade in South Sudan, Bor Town Municipality, and Jonglei State, premise control is an essential component of strategic control (Qiu et al. 2022). Businesses can improve their operations, adhere to regulations, and engage in international trade with efficacy by assessing and verifying the underlying assumptions and premises of the cross-border trade plan. Businesses can negotiate the challenges of cross-border trade and optimize potential for growth and profitability by implementing premise control measures, including as market research, regulatory compliance, contingency planning, and standardized operations (Abudureheman & Nilupaer, 2021).

2.3.2 Surveillance Control on Cross Border Trade

Surveillance control plays a crucial role in managing and optimizing cross-border trade activities (Lee et al. 2020). It involves the continuous monitoring and analysis of various factors to assess performance, detect risks, and ensure compliance. One key aspect of surveillance control is monitoring the performance of cross-border trade activities. For example, in Kenya, surveillance control may involve monitoring the sales

revenue of Kenyan companies exporting goods to Uganda and analyzing trends in market share in specific industries (Chang et al. 2020).

Chang et al. (2020) closely monitoring these KPIs, businesses can gain valuable insights into the effectiveness of their cross-border trade strategies and identify areas for improvement (Khan & Efthymiou, 2021). For instance, if a Kenyan company notices a decline in market share in Uganda, surveillance control allows them to investigate the reasons behind it, such as increased competition or changing customer preferences, and make necessary adjustments to their marketing and distribution approaches. Market trends and external factors also play a significant role in surveillance control. Monitoring shifts in consumer behavior, economic conditions, regulatory frameworks, and the competitive landscape is essential for adapting cross-border trade strategies (Su & Li, 2021). For example, in Uganda, surveillance control may involve analyzing the impact of changing consumer preferences on the demand for specific products imported from Kenya.

According to Liu et al. (2021) staying informed about market trends, businesses can proactively adjust their strategies to capitalize on emerging opportunities. For instance, if there is a growing demand for organic products in Uganda, Kenyan exporters can use surveillance control to identify and target this market segment, adapting their product offerings and marketing messages accordingly. In addition to performance monitoring and trend analysis, surveillance control is crucial for detecting and preventing fraudulent activities, counterfeit products, and smuggling in cross-border trade (Carter & Poast, 2020). For example, customs authorities in Kenya and Uganda can collaborate closely, using surveillance control measures such as cargo inspections and electronic tracking systems, to ensure the authenticity and legality of imported goods. These

surveillance control measures help maintain the integrity of cross-border trade and safeguard businesses from potential risks (Wong Villanueva et al. 2022).

Kenwick and Simmons (2020) effectively implementing surveillance control, businesses can ensure compliance with trade regulations and maintain the trust and confidence of consumers and trading partners (Kenwick & Simmons, 2020). In conclusion, surveillance control plays a vital role in managing cross-border trade activities. Through performance monitoring, trend analysis, and risk detection, businesses can make informed decisions, adapt their strategies, and mitigate potential challenges. In the context of cross-border trade between Kenya and Uganda, surveillance control helps businesses stay competitive, identify new market opportunities, and ensure compliance with trade regulations. By leveraging comprehensive surveillance control measures and using examples from Kenya and Uganda, businesses operating in cross-border trade can optimize their operations, mitigate risks, and foster sustainable growth. Surveillance control on cross-border trade involves a comprehensive approach to monitoring and managing various aspects of international business operations (Carter & Poast, 2020).

Businesses can employ different surveillance techniques to gather and analyze relevant data to support decision-making and optimize their cross-border trade strategies (Kenwick, & Simmons, 2020). In Kenya, surveillance control on cross-border trade involves monitoring and analyzing trade flows between Kenya and neighboring countries like Uganda. For instance, Kenyan customs authorities may utilize surveillance control measures such as customs inspections and electronic documentation systems to ensure the accurate declaration and verification of goods being imported from or exported to Uganda. Furthermore, surveillance control can help

detect and prevent smuggling activities across the Kenya-Uganda border (Wang et al. 2020). By implementing surveillance technologies such as X-ray scanners and sniffer dogs at border checkpoints, authorities can identify and intercept illicit goods, contributing to the integrity and security of cross-border trade.

In Uganda, surveillance control on cross-border trade plays a critical role in ensuring compliance with trade regulations and safeguarding the domestic market (Carter & Poast, 2020). For instance, the Uganda Revenue Authority (URA) may conduct regular audits and inspections of businesses involved in cross-border trade to ensure adherence to customs regulations and taxation requirements. Surveillance control also helps combat the influx of counterfeit products into the Ugandan market. By monitoring and analyzing product authenticity and quality, regulatory bodies such as the Uganda National Bureau of Standards (UNBS) can enforce strict quality control measures and protect consumers from substandard or counterfeit goods (Feng & Chen, 2022). Additionally, surveillance control facilitates the detection of fraudulent practices, such as false invoicing or under reporting of import/export values.

Through collaboration between Kenyan and Ugandan customs authorities and the exchange of information, surveillance control measures can be implemented to identify and deter fraudulent activities, ensuring fair and transparent cross-border trade (Feng & Chen, 2022). Through the effective implementation of surveillance control measures, such as customs inspections, electronic tracking systems, and collaboration between authorities, cross-border trade between Kenya and Uganda can thrive, benefiting both economies and promoting regional integration (Van Eijken & Rijpma, 2021). It is important for businesses involved in cross-border trade in the Kenya-Uganda corridor to prioritize surveillance control as an integral part of their operational strategy. By

doing so, they can ensure compliance with trade regulations, detect, and prevent illegal activities, and build sustainable and profitable cross-border trade relationships (Van Eijken & Rijpma, 2021).

2.3.3 Implementation Control on Cross Border Trade

Implementation control is a crucial component of strategic control in cross-border trade. It involves the monitoring and management of the execution of strategies and action plans to ensure that they are implemented effectively (Bellanova & Glouftsios, 2022). In the context of cross-border trade in South Sudan, implementation control plays a significant role in achieving successful outcomes and maximizing the benefits of strategic control measures. One key aspect of implementation control is ensuring the alignment of cross-border trade activities with the overall strategic objectives (Gülzau & Mau, 2021). Businesses involved in cross-border trade in South Sudan need to have a clear understanding of their strategic goals and ensure that their trade activities and initiatives are in line with these objectives. For example, if the strategic objective is to expand market share in neighboring countries, implementation control measures can be put in place to track and evaluate the progress of market expansion initiatives (Pananond et al. 2020).

Implementation control also involves managing and coordinating various stakeholders involved in cross-border trade (Haque et al. 2020). This includes collaborating with customs authorities, regulatory bodies, logistics providers, and other partners to ensure smooth operations and compliance with trade regulations. For instance, businesses in South Sudan may need to work closely with the South Sudan Revenue Authority (SSRA) and customs departments to streamline customs clearance processes and facilitate the movement of goods across borders (Geneiatakis et al. 2020). Furthermore, implementation control requires effective communication and coordination within the

organization. Businesses engaged in cross-border trade in South Sudan need to ensure that their internal teams are aligned with the strategic objectives and understand their roles and responsibilities (Radil et al. 2021). This can be achieved through regular meetings, performance reviews, and feedback mechanisms to track progress and address any challenges or bottlenecks in the implementation process.

Another critical aspect of implementation control is the continuous monitoring of key performance indicators (KPIs) related to cross-border trade activities (Carter et al. 2021). By tracking KPIs such as sales revenue, market share, customer satisfaction, and compliance metrics, businesses can assess the effectiveness of their implementation efforts and make necessary adjustments to achieve desired outcomes. For instance, monitoring customer satisfaction levels can provide insights into the quality of cross-border trade services and help identify areas for improvement (Heijmann et al. 2020). Moreover, implementation control involves the evaluation and management of risks associated with cross-border trade. Businesses operating in South Sudan need to proactively identify potential risks and develop risk mitigation strategies. This includes monitoring political stability, regulatory changes, currency fluctuations, and other external factors that may influence cross-border trade operations (Novotný, 2022). By having effective implementation control measures in place, businesses can mitigate risks and adapt their strategies accordingly.

Implementation control is a crucial element in the success of cross-border trade in South Sudan (Zhang et al. 2020). By aligning trade activities with strategic objectives, coordinating stakeholders, ensuring effective communication, monitoring KPIs, and managing risks, businesses can optimize their cross-border trade operations and maximize the benefits of strategic control measures (Zhang et al. 2020). By effectively

implementing implementation control measures, businesses in South Sudan can enhance their competitiveness, expand market reach, and contribute to economic growth and development. It is essential for businesses engaged in cross-border trade to prioritize implementation control as part of their strategic planning and operational framework to achieve sustainable success in the dynamic cross-border trade landscape (Luo, 2022).

2.3.4 Financial Control on Cross Border Trade

Financial control is a critical aspect of strategic control in cross-border trade (Tian et al. 2024). It involves the management and monitoring of financial resources and transactions to ensure efficient and effective utilization of funds, compliance with financial regulations, and overall financial performance. In the context of cross-border trade, financial control plays a significant role in maximizing profitability, mitigating risks, and supporting sustainable growth (Hashmi et al. 2021). One key aspect of financial control in cross-border trade is the management of foreign exchange risk. Businesses engaged in cross-border trade face exposure to fluctuations in currency exchange rates, which can impact the profitability of their international transactions. To mitigate this risk, businesses can implement financial control measures such as hedging strategies or entering forward contracts to lock in exchange rates (Correa et al. 2022). For example, a company in South Sudan exporting goods to a neighboring country may enter into a forward contract to fix the exchange rate for future transactions, providing stability and predictability in their financial outcomes.

Financial control also involves ensuring compliance with tax regulations and managing tax implications in cross-border trade (Hardy & Saffie, 2024). Businesses operating in South Sudan need to stay abreast of tax laws and regulations in both their home country and the target markets they trade with. This includes understanding tax obligations,

such as obtaining the necessary permits and licenses, filing accurate tax returns, and adhering to transfer pricing regulations. Effective financial control measures can help businesses in South Sudan ensure compliance with tax obligations and avoid penalties or legal issues related to cross-border trade activities (Hardy & Saffie, 2024). In addition to tax compliance, financial control on cross-border trade also entails efficient cash flow management. Businesses need to carefully monitor and manage cash flows associated with cross-border transactions, including payments for imports, receipt of export proceeds, and foreign currency conversions. Timely and accurate invoicing, proper documentation, and effective collection and payment mechanisms are essential for maintaining healthy cash flow and minimizing liquidity risks (Hardy & Saffie, 2024).

Moreover, financial control includes the assessment and management of trade financing options (Levine et al. 2020). Businesses engaged in cross-border trade often require financing solutions to support their operations, such as trade credit, export financing, or letters of credit. Implementing financial control measures involves evaluating available financing options, negotiating favorable terms, and closely monitoring the costs and risks associated with different financing arrangements. Furthermore, financial control on cross-border trade necessitates effective cost management (Demir & Javorcik, 2020). Businesses need to carefully track and control various costs related to international trade, including transportation costs, customs duties, insurance premiums, and administrative expenses. By implementing robust cost control measures, businesses can optimize their profitability and maintain a competitive edge in the global market. Additionally, financial control involves the establishment of robust financial reporting and monitoring systems (Demir & Javorcik, 2020).

According to Giuffrida et al. (2020) customs union provisions particularly in cases where CET is present tend to be more advantageous than standard RTAs. This is because it necessitates even more harmonization and simplification of the border procedures. The member nations' bilateral trade expenses are greatly reduced when TF measures are put into place. Governments under integration must work together more effectively if they are to effectively lower trade costs, according to Giuffrida et al. (2020). This gives data on the origins of trade, a way to routinely evaluate trade obstacles and expenses, and a foundation for developing policy. According to Levine et al. (2020), trade facilitation can greatly increase net economic gains in terms of trade and real incomes by lowering trade costs through border procedure reform. Kumar et al. (2020) points out that the efficiency of customs unions can be increased, and expenses related to customs inefficiencies like corruption can be reduced, by harmonizing trade tariffs, streamlining trade procedures, facilitating information sharing between partner nations, and creating a guiding protocol (Kumar et al. 2020).

The World Bank trading across borders metrics were utilized in a study by Tian et al. (2024) on the argument for RTAs and inter-country trade costs in Pacific Island Countries (PICs) to determine whether the PICs cross-border trade cost performance was connected to involvement in RTAs that have TF provisions. It was discovered that the impact of cross-border commerce depends on the review and reinforcement of TF-related clauses in RTAs as well as the improvement of PICs' ability to carry out TF obligations and reforms. It was discovered that the review is crucial for setting the agenda for regional trade strategy and maximizing the advantages for the area. As transparency of trade guidelines is considered as a public good that, once delivered, helps all trading partners, not only RTA members, Luo (2022) claim that this can benefit all trading partners, not just RTA members.

According to Luo (2022), improved trade reforms, improved regulatory frameworks, and supportive business environments across member nations lead to better pricing, which in turn encourages local population engagement in trade and promotes economic growth. According to Radil et al. (2021), Africa's poor infrastructure has contributed to the continent's sluggish economic growth. Their study looked at infrastructure spending in 45 Sub-Saharan African countries between 2000 and 2011. The findings of the study demonstrate that increased trade competitiveness (export diversification) and cross-border capital movement are outcomes of enhanced infrastructure quality and accessibility. According to Pananond et al. (2020), trade competitiveness can be greatly impacted by the development of logistical facilities and transportation infrastructure when combined with advantageous geographic conditions. The study's findings, which looked at bilateral exports between the Spanish Territories and 45 other nations between 2003 and 2007, demonstrate how important it is to have a sufficient logistical infrastructure if trade goods are to improve.

Accurate and timely financial reporting is crucial for evaluating the financial performance of cross-border trade activities, identifying areas of improvement, and making informed strategic decisions (Ozili, 2022). Businesses in South Sudan can leverage technology solutions to automate financial reporting processes, enhance data accuracy, and provide real-time visibility into financial performance. Financial control is vital for effective cross-border trade management in South Sudan (Ozili, 2022). By implementing financial control measures such as managing foreign exchange risk, ensuring tax compliance, efficient cash flow management, evaluating trade financing options, and controlling costs, businesses can enhance their financial performance, mitigate risks, and support sustainable growth in the dynamic cross-border trade environment (Ozili, 2022)). By prioritizing financial control as part of their strategic

control framework, businesses in South Sudan can maximize profitability, optimize cash flow, comply with financial regulations, and make informed decisions that drive their success in cross-border trade.

Scalera et al. (2020), trade costs can be attributed to various factors such as transportation or logistics expenses, documentation, and customs compliance requirements at the border, protracted administrative procedures, delays, and non-tariff regulatory measures behind the border that hinder business operations. An earlier analysis by Gülzau and Mau (2021), which found two primary sources of increased trade costs from bilateral factors between importer and exporter, is supported by the data from the Gülzau and Mau (2021). Geographical distance, transportation expenses, shared characteristics like a border, language, and comparable economic community, as well as those resulting from endogenous variables like connectivity, tariffs, non-tariff measures, logistical performance, and TF bottlenecks are some examples of these.

Van Eijken and Rijkman (2021) examined the impact of trade facilitation policies on trade between China and the nations participating in the Belt and Road Initiative. In order to ascertain the effect of TF measures on trade flows, the study employed the gravity model and time-series data covering the years 2011 through 2014. The amount of bilateral trade and trade facilitation are significantly correlated, according to the study. According to the study, the economic and regulatory environments have little bearing on the amount of commerce. Port effectiveness was also a significant predictor of higher trade flows at the same period.

Van Eijken and Rijkman (2021) examined the varied impacts of trade facilitation policies in France. The study used a cross-sectional review methodology, emphasizing the advantages of trade facilitation for exporters of all sizes. An analysis of research data

revealed that increased information accessibility, border formality automation, and streamlined procedures contributed to a rise in the business of large exporters. According to the report, trade facilitation policies have improved exporters' fixed and variable costs and expanded the volume of trade flows.

Kenwick and Simmons (2020) study looked at the relationship between trade facilitation and the large export margin. Port efficiency was used in the study's cross-sectional analysis of multiple OECD nations to gauge trade facilitation. The study's data analysis revealed that import tariffs between bilateral partners had a negative impact on the diversity of exports, but port efficiency had a substantial impact on the margin of exports. The study's conclusions held true for all OECD nations that did not share borders. Conversely, when focusing on bilateral partners or nations sharing a border, the results indicate a negligible impact of trade facilitation on export margin. The only TF measure that was examined in this study was port-efficiency.

Liu et al. (2021) carried out research on regional integration and intra-African trade. The research concentrated on the disparity and stagnation of intra-African commerce. The gravity model of international trade and correlation analysis were used in the study. The study found that intra-African commerce had been hampered by a lack of complementarities in imports and exports. The study also points out that the African export trade has historically been characterized by inadequate productivity, infrastructure, and trade facilitation. The report urges the development of novel approaches that can improve commerce and increase regional integration.

Khan and Efthymiou (2021) analyzed the impact of trade and trade facilitation on economic growth in Africa. Principal component analysis was used in the study to ascertain the impact of import, export, and trade costs. The estimation's findings show

that trade facilitation policies have a favorable impact on economic growth, which is then transferred to increased trade capacity. Using figures from the UN ESCAP World Bank Trade Cost database, Lee et al. (2020) examined trade costs in 107 developing nations to ascertain the possible effect of trade facilitation on. The study employed regression analysis to determine the correlation between trade costs and variables such as common border, language, and distance at the time the TFIs were implemented. The study's findings illustrated the importance of an all-inclusive strategy for TF reforms, revealing that when all TFIs were included in the same regression, the potential cost reduction was 15.5% for lower-middle-income countries, 14.5% for low-income countries, and up to 13.2% for upper-middle-income countries.

2.3.5 Cross-Border Trade

Cross-border trade refers to the interchange of goods and services between two nations. This form of trade can be categorized into two distinct types: imports and exports (Barandi et al. 2020). Imports represent goods and services brought into a country from another nation, while exports denote goods and services dispatched from one country to another. The process of cross-border trade involves multiple entities, such as manufacturers, wholesalers, retailers, and logistics providers, all playing crucial roles. Because it provides so many advantages to so many different nations worldwide, cross-border trade has grown over time. Indicative and direct, cross-border trade can propel a nation's economy forward provided it can effectively seize the chances presented to it (Basboga, 2020).

Foreign Direct Investment is encouraged through cross-border trade. Consequently, economies are encouraged to grow more effectively and turn into competitive trading partners. Barandi et al. (2020). Moreover, cross-border trade is subject to diverse legal frameworks and regulations, which can vary across different countries. In the region,

cross-border trade is a very active and fluid industry. The shifting socioeconomic landscape in the area is attracting a large number of people to this industry (Kahiya & Kadirov, 2020). People have started searching for alternatives in order to support themselves as official career opportunities are becoming less and less available. Since women make up the bulk of merchants in this industry, gender inequality problems make matters worse (Makhlouf, 2020). Consequently, it exacerbates the issue of poverty because women lead the majority of low-income households and are thus unable to fully exercise their rights.

Cross-border trade is the movement of goods and services between legal systems across international frontiers (Makhlouf, 2020). In this way, it is a component of the regular, lawful commerce that takes place inside the nation's traditional export/import system. Cross-border trade is the transfer of capital, products, and services across national boundaries (Ara, 2020). In most nations, cross-border trade has a major impact on the balance of payments (BOP). It enables nations to sell their domestically produced goods and services to other countries. Cross-border trade increases people's options and preferences, which is the development engine that propels steady improvement in livelihoods (Brkić, 2020). Cross-border trade can occur through preferential tariff arrangements, regional agreements, or multilateral agreements. Bilateral trade, according to the (Brkić, 2020), is an economic agreement between two countries with the goal of increasing investment and trade as well as exchanging market intelligence. Eliminating trade barriers among the members is how this is accomplished (Hou & Wang, 2024).

According to May and Schedelik (2021), trade is the process of integrating markets through commerce, technology, the flow of financial resources, information

interchange, and the movement of people, goods, and services. Cross-border trade is intended to close some market gaps, such as the following: no nation, no matter how big or little, can be self-sufficient; as a result, every nation needs commodities and services from other nations. This leads to the import of desired goods or services and the export of goods or services that other nations want, which eventually promotes specialization and the removal of surpluses and shortfalls in the supply of goods in different nations (Morlin et al. 2024). Despite being inherently riskier than domestic trade, international business offers a wide range of opportunities pertaining to domestic markets. Nonetheless, the company favors cross-border trade if it is confident in the prospective advantages (gains in market share, sales, and profit) relative to the anticipated hazards (Stöllinger & Guarascio, 2023).

A means of increasing the accessibility of goods and services to a wider range of consumers is through cross-border trade. It encourages and makes the transfer of limited resources between nations easier (Davis & Dingel, 2020). This involves the parties trading goods that are in low supply with one another; this trade might be seen as advantageous to both sides. As a result, customers can obtain products and services that might not be offered or banned in their home nation (Faccarello, 2022). This helps the economy by raising PB, promoting investment, and fostering national economic expansion. Consequently, improved resource management by the government results in a higher standard of life for the populace (May & Schedelik, 2021). Cross-border trade is vital to the expansion and development of the nation because of its connections to every other area of the economy. Trade also contributes to the reduction of poverty by creating jobs. Because of this, there has been a lot of interest in examining how cross-border trade affects economic growth.

Hou and Wang (2024) were the first to emphasize the significance of cross-border trade for economic progress. They were adamant that trade surpluses were the most advantageous returns that could be obtained from cross-border trade in relationships. This implies that nations or areas should focus on producing items in which they have a distinct advantage. But according to Brkić (2020), mutually advantageous trade is not dependent on absolute profits but rather on the relative benefit of land in the production of particular goods. Based on this, export promotion was supported by classical economists as a means of encouraging the manufacture of commodities for export or providing a means of accumulating foreign exchange through the import of capital investment and local industry (Rindfleisch, 2020).

Cross-border trade involves large number of specialized semi-official intermediaries, including government officials and customs clearance agencies (Cuypers et al. 2021). Consequently, it is impossible to come up with a single definition that encompasses all of these aspects and captures the essence of informal cross-border trading. It is a multifaceted, intricate idea. However, the term "informal cross-border trade" in this study refers to the exchange of lawfully produced goods and services that evade the government's legal system and therefore avoid some tax and regulatory obligations (Ahluwalia et al. 2020). Furthermore, the phrase describes products exchanged between official and unofficial businesses that are not included in official government databases and that completely or partially avoid paying taxes and fees.

Valentinov and Roth (2024) claims that large-scale businessmen are the only ones granted perks by the government, including lenient regulations and expedited bureaucratic procedures. On the other hand, a number of government laws that obstruct their ability to operate their firm or carry out their production process face small and

medium-sized business owners. It is inevitable that small and medium-sized business owners will resort to illicit means in order to accelerate their operations due to the disparity in institutional behaviour. This perspective says that informality is the common solution that effectively removes the legal barrier. Stated differently, informal activity is now viewed as a viable means of surviving in the face of government regulations rather than as a menial occupation for the lowest individuals. Therefore, the only ways to decrease informality are by lowering government rules and implementing equitable taxation.

As per the report by Valentinov and Roth (2024), trade costs can be attributed to various factors such as transportation or logistics expenses, documentation, and customs compliance requirements at the border, protracted administrative procedures, delays, and non-tariff regulatory measures behind the border that hinder business operations. An earlier analysis by DeMiguel et al. (2020), which found two primary sources of increased trade costs from bilateral factors between importer and exporter, is supported by the data from the Roeck et al. (2020). Geographical distance, transportation costs, and shared characteristics like a border, language, and similar economic community are some examples of these, as are those that result from endogenous factors like connectivity, tariffs, non-tariff measures, logistics performance, and TF bottlenecks (Barandi et al. 2020).

There are costs associated with opening borders and boosting cross-border trade, thus it's critical to investigate and address methods for minimizing early inequalities and life disruptions (Kahiya & Kadirov, 2020). However, the beautiful thing about cross-border trade is that everyone profits in the end, with the exception of a few special interests, and there are more winners than losers in the near run. Though there is still much to be

done and significant concerns with cross-border trade to be investigated, history and the work of outstanding academics from the past have taught us invaluable lessons to build on our efforts to lessen the impact of global poverty (Basboga, 2020). There are costs associated with opening borders and boosting cross-border trade, thus it's critical to investigate and address methods for minimizing early inequalities and life disruptions (Basboga, 2020). However, the beautiful thing about cross-border trade is that everyone profits in the end, with the exception of a few special interests, and there are more winners than losers in the near run. Though there is still much to be done and significant concerns with cross-border trade to be investigated, history and the work of outstanding academics from the past have taught us invaluable lessons to build on our efforts to lessen the impact of global poverty (Basboga, 2020).

In recent years, there has been a greater effort to create an environment that is more favorable for cross-border trade (Traverso & Schiavo, 2020). This is in spite of the numerous difficulties faced by international traders. A few of these hurdles include cumbersome customs documentation, administrative and transit procedures, sanitary and phytosanitary requirements and police roadblocks. These typically increase the complexity and expense of cross-border trade (Traverso & Schiavo, 2020). According to the Nadalutti (2020), bureaucratic delays and convoluted border processes significantly obstruct economic growth by limiting access to global markets. Trade volume is also decreased by disproportionate delays in exporting and importing processes. Local businesses find it more challenging to penetrate foreign markets the more expensive and time-consuming it is to export or import.

The duration of trade is increased by ineffective customs procedures, poor infrastructure, and shaky logistical services, which raises storage and inspection fees

among other expenditures. It is believed that revenue losses resulting from inefficient border procedures surpass five percent of the GDP in certain African countries. Reducing inland travel time by one day might increase export volumes in Sub-Saharan Africa by 7% (Nadalutti, 2020). According to a Zheng (2021) study, cross-border traders occasionally broke customs laws because they were unaware of the processes involved, felt the need to avoid paying taxes, or couldn't afford to hire a clearing agency. Zheng, (2021) survey of customs officials revealed that some traders employed truck drivers to clear products on their behalf. Sometimes, in order to continue operating as middlemen, truck drivers and customs clearance officials would withhold information from traders.

Additionally, when traders are uninformed about customs procedures, middlemen profit more. However, some traders frequently clear their items on their own if they are able to obtain the required information. Additionally, according to customs officers, traders are periodically given education to help them avoid breaking cross-border trade restrictions, such as taking unofficial routes to avoid going through customs processes (Zheng, 2021). According to Yoon et al. (2021), businessmen and transporters are also known to frequently bribe customs agents in order to expedite the clearance procedure. Additionally, they frequently had to pay extra money mainly in the form of bribes to get around delays in customs processing. The situation is usually attributed to a lack of personnel at customs offices, a failure on the part of the officials to make clear trade norms and regulations, and partiality on the part of some border post officers.

2.4 Conceptual Framework

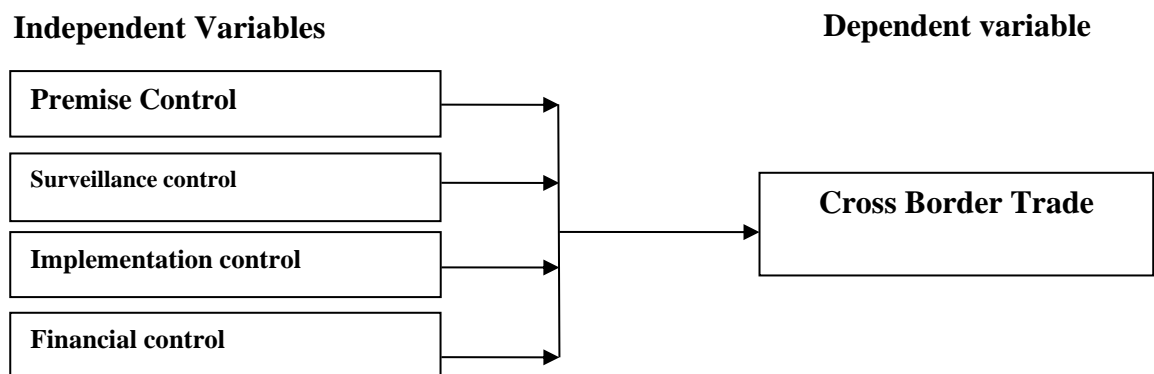
According to Nadalutti (2020), a conceptual framework is a graphic representation that shows how the independent and dependent variables are related. Cross-border trade in South Sudan is the dependent variable in this study, and the independent variables are

financial control, implementation control, surveillance control, and premise control.

Figure 2.1 presented the conceptual framework.

Figure 2. 1

Conceptual Framework



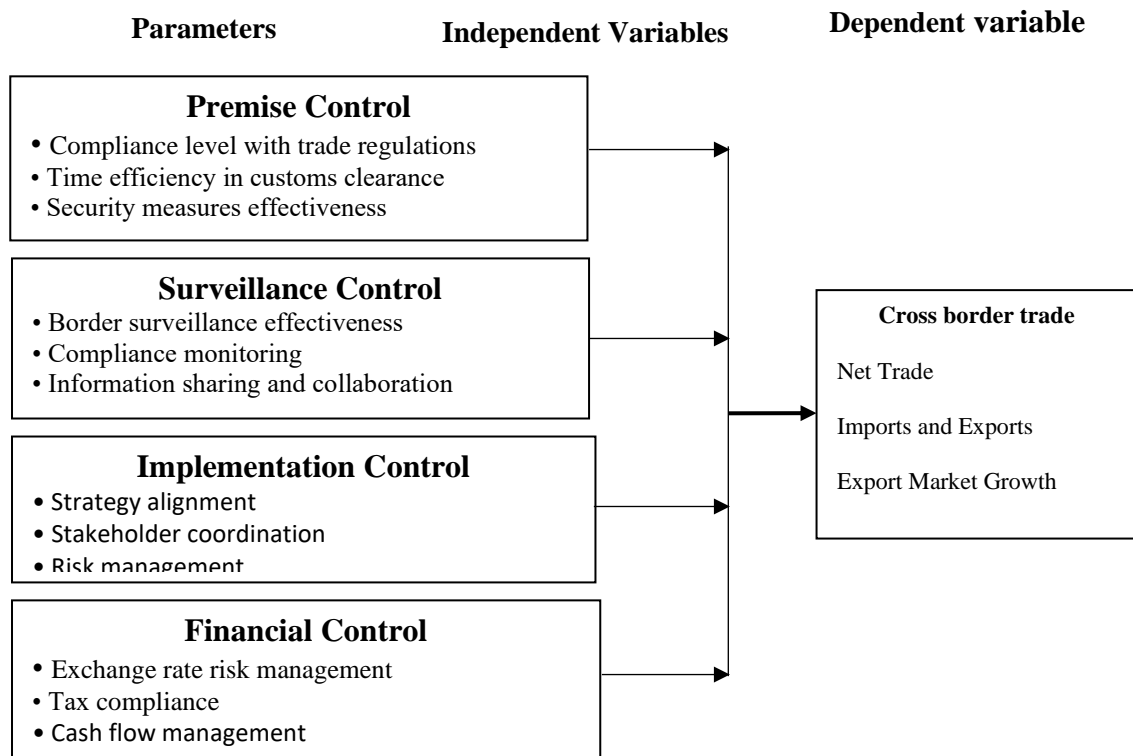
Source: Author (2023)

2.5 Operationalization Framework

The operational framework shows the relationship between the independent variables, variables parameters as well as the dependent variable. The framework is as shown below.

Figure 2. 2

Operationalization Framework



Source: Author, 2023

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section provided an overview of the research approach employed in the study. It explored the research framework, the target population and sample selection, methods for analyzing data, the instrument used for data collection, and techniques for presenting the findings. These elements are crucial for addressing the research inquiries.

3.2 Research Design

A research design comprises a set of procedures for collecting and analyzing data, and it functions as a guide or framework for carrying out a study. It describes the methodology and structure a researcher uses to look into issues and put theories to the test. A descriptive survey was used in this study to gather detailed information from the Bor town municipality's employees in Jonglei State. The aim of the study was to ascertain the traders' perspectives regarding customs procedures, assess their understanding of customs clearance procedures, and identify any possible influence on their trading activities.

3.3 Target Population

The particular group of people that a researcher hopes to explore in a research study is referred to as the target population. The employees of the Bor town municipality in Jonglei State made up the target demographic for this particular study. Among the staff members were consultants, elected officials, volunteers, and full- and part-time municipal employees. As of the most recent data available, Bor town municipality in Jonglei State employed 158 people in total hence the total target population was 158 respondents.

3.4 Sampling Technique

In order to ensure a fair and impartial representation, a particular number of employees from the Bor town municipality in Jonglei State were chosen for this study using the simple random sampling technique.

3.5 Sample Size

Larger sample sizes are generally preferred since they produce results that are more dependable. The size of the sample may be constrained by practical considerations that researchers must consider. It is important to weigh the necessity of a large sample size against other research constraints. A questionnaire was employed in this study to gather data from a sample of sixty-one employees of the Bor town municipality in Jonglei State. To obtain the sample size the researcher utilized Yamane Formula:

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size and e are the margin of error-10%.

$$n = \frac{158}{1 + 158(0.1)^2}$$

$$n = 61.0$$

3.6 Research Instruments

A self-administered questionnaire was given to the chosen participants in this study in order to collect quantitative data. In contrast to open-ended responses, Ngechu (2003) asserts that questionnaires are a more economical and efficient method of analysis. As noted by Ovan and Saputra (2020), the goal of using a questionnaire as the data collecting tool was to maximize efficiency and resources while acquiring a sizable dataset.

3.7 Piloting of the research instrument

For this study, a pilot group of eleven members of the target population was selected in order to evaluate the validity of the research tool. Generally speaking, the pilot test should contain about 10% of the overall sample size (Ovan & Saputra, 2020). It is significant to highlight that the final analysis did not include the data gathered during the pilot research. The pilot study allowed the researcher to pre-test the research instrument and ensure clarity for respondents, thus enhancing its validity and reliability. Additionally, it offered an opportunity for the researcher to become acquainted with the research process and administration procedures while identifying any necessary adjustments to the instruments. The insights obtained from the pilot study were utilized to address any inconsistencies observed and ensure that the instruments effectively measured the intended variables.

3.7.1 Validity of Research Instruments

Validity, as described by Ruslin et al. (2022), refers to the approximate truth or correctness of an inference or knowledge claim about a relationship. In this study, validity analysis was performed using factor analysis, which served as a technique for data reduction, enabling the management and derivation of meaningful information. Through factor analysis, variables with a factor loading of 0.4 or higher were retained for further analysis. This process allowed the researcher to identify the specific items that aligned with the subject matter based on their factor loadings. By employing factor analysis, the researcher was able to select and retain only those variables that contributed significantly to the analysis and interpretation of the research findings.

3.7.2 Reliability of Research Instruments

To evaluate the reliability of the questionnaire, the Cronbach alpha method was employed for each of the four research concepts associated with project management

practices. The Cronbach alpha test results served as confirmation of the questionnaire's reliability. In line with the recommendation of Ruslin et al. (2022), a Cronbach alpha value of 0.7 or above was deemed acceptable for this study. Adhering to this criterion ensured that the questionnaire exhibited satisfactory internal consistency, indicating that the items pertaining to each research concept reliably measured the underlying construct.

3.8 Data Collection Procedures

Taherdoost (2021) states that data collection is the process of obtaining information from a chosen group of research participants. Questionnaires with both structured and unstructured questions were used as the main tool for gathering data for this investigation. The researcher gave these questionnaires to the participants in person, and they were instructed to fill them out on their own. To guarantee a seamless and trustworthy data collection process, the researcher actively participated in all phases of the procedure by keeping a close eye on the administration of the questionnaire, following up with the participants, and resolving any concerns or problems that surfaced.

3.9 Data Analysis and Presentation

The completed surveys were thoroughly examined for consistency and completeness after being received. The information was then coded in order to make it easier to classify the responses into various groups. To be more precisely analyzed, the information gathered from the structured questions was coded, edited, and entered into the Microsoft Excel Office program. As part of the analysis, frequency tables with explanations were used to display the data. Karl Pearson's coefficient of correlation was employed by the researcher to investigate the link between the variables. The strength of the association between the dependent and independent variables was evaluated with

the help of this statistical measure. In this study, the chosen regression analysis model was as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon \text{ Where,}$$

Y= Cross Border Trade

$\beta_1 \dots \beta_4$ = regression coefficient of four variables; X1 is the Premise Control, X2 is the Surveillance Control, X3 implementation Control, X4 Financial Control.

3.10 Ethical Considerations

The research maintained ethical principles, including informed consent, anonymity, privacy, voluntary participation, and confidentiality. The study's purpose and the specific tasks that the respondents must complete will be originally explained to them by the researcher. They will have the chance to ask questions if necessary, in order to provide their informed consent. They will be informed that they won't be subjected to any form of victimization and that they are free to stop participating in the study at any time if they so want. As a result, individuals will have a right to complete competence, comprehension, and information, and it will be voluntary. By doing this, the researcher will grant them informed consent, or they will respect their informed rejection.

Information confidentiality will be crucial. Every participant's identity will be kept secret from the others. Participants' questionnaires from various schools will be coded. specific subjects' responses were only identifiable by the researcher who was collecting and analyzing the data; nevertheless, the researcher will take all reasonable steps to ensure that no one outside the research study is able to link specific individuals with their responses. It will not be necessary for participants to fill out the questionnaires with their names and the name of their local school. They will be told that their information will not be used against them and that they will not be victimized in any way. If the user has to get in touch again to retrieve their answers or provide more

details, a special identification, like a number, will be given. When someone responds anonymously, those replies will be connected to that individual.

Data protection means safeguarding an individual's privacy with regard to their personal data. It will also entail making certain that all users are using the information fairly and lawfully and that it is reliable. The responders' identities will remain a secret to the researcher. Once the research is completed, it will also be best practice to keep acquired data separate from personal identity information. If necessary, the researcher will utilize codes to identify specific situations after data collection. Names, addresses, and phone numbers that can be used to identify someone will be kept private and maintained apart from the dataset. Every piece of information was kept secret, constantly secured with a lock and key.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

This chapter presents the data that was found on the influence of strategic control on cross border trade in Jonglei State. A sample of 61 respondents was utilized in the research, to which the questionnaires were administered. The chapter begins with a review of the general data provided by the respondents before delving into the analysis of the research goals. Prose was used to present the results of open-ended inquiries.

4.2. Questionnaire Return Rate

Data from the field questionnaires is analyzed in this section. Results about completed and returned questionnaires are shown in Table 1.

Table 4. 1

<i>Response Rate</i>		
Response	Frequency	Percentage
Filled in questionnaires	50	82.0%
Un returned questionnaires	11	18.0%
Total Response Rate	61	100

50 properly completed surveys were returned from the sampled population, representing an 82% response rate. The study questions were well addressed by the representative response rate. A response rate of 50% or above is sufficient for analysis and reporting, 60% is good, and 70% or higher is exceptional (Newman et al. 2021).

4.3. Reliability and Validity Analysis

Cronbach's alpha was utilized to assess the internal consistency of the items that generated the data on the study variables. The findings are summarized in table 2

Table 4. 2*Summary of Reliability Test on Independent Variables*

Serial No.	Variable	No of Items used	Cronbach's alpha
1	Premise Control	8	$\alpha=0.79$
2	Surveillance control	7	$\alpha=0.85$
3	Implementation Control	7	$\alpha=0.73$
4	Financial Control	7	$\alpha=0.88$
4	Cross Border Trade	7	$\alpha=0.74$

The instrument has acceptable internal reliability (above $\alpha=0.7$) based on the study's above Cronbach's alpha finding, which means that it produced meaningful conclusions with reliable data. Regarding validity, the supervisor evaluated the document's content to determine that it was appropriate for the study and, as a result, might produce data that could lead to a legitimate conclusion.

4.4. General Information of the Respondents

This section presents the general information of the respondents which is presented in the following subsection.

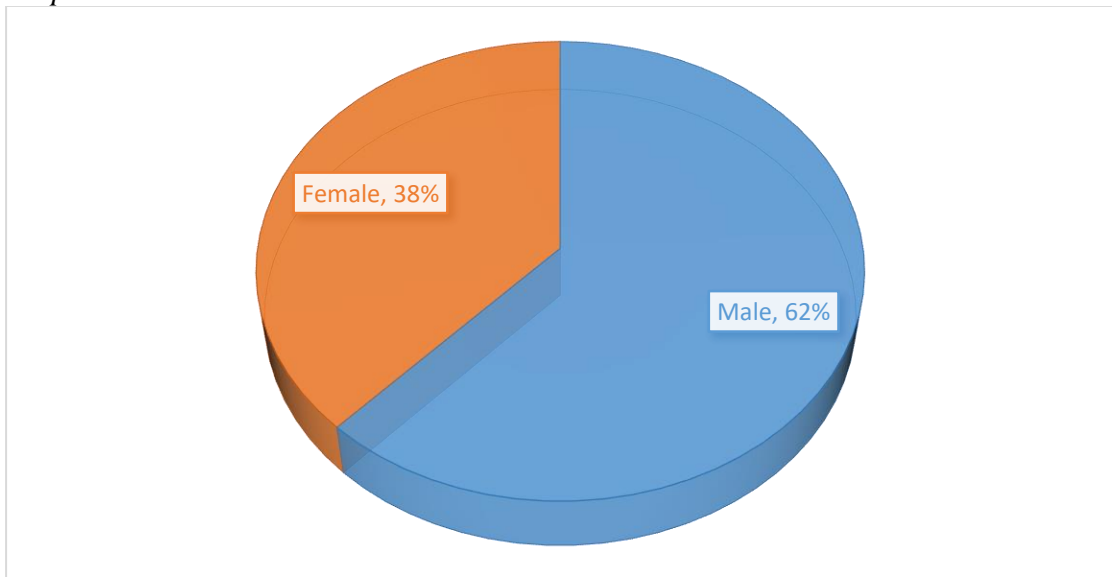
4.4.1. Respondents Gender

The respondents were requested to indicate their gender. Gender is significant to this research because it shows how gender-diverse individuals are considered when

conducting research, and accepting them for who they are will assist to inspire a larger group of people to participate in social science research. Consequently, the results are shown in figure 3.

Figure 4. 1

Respondents Gender



According to the data, 38% of respondents were women and the majority of respondents (62%) were men. This suggests that there was a gender balance even though men made up the majority of the responses.

4.4.2. Distribution of Respondents by Age

The study sought to establish the age of the respondents. Age played a significant role in this study since it affected the results because age is related to various levels of experience, knowledge, and cognitive ability. The findings are as shown in Table 3.

Table 4. 3

Distribution of Respondents by Age

Age	Frequency	Percentage (%)
25 years and below	6	12%
26-35 years	13	26%
36-45 years	22	44%
Over 46 years	9	18%
Total	50	100%

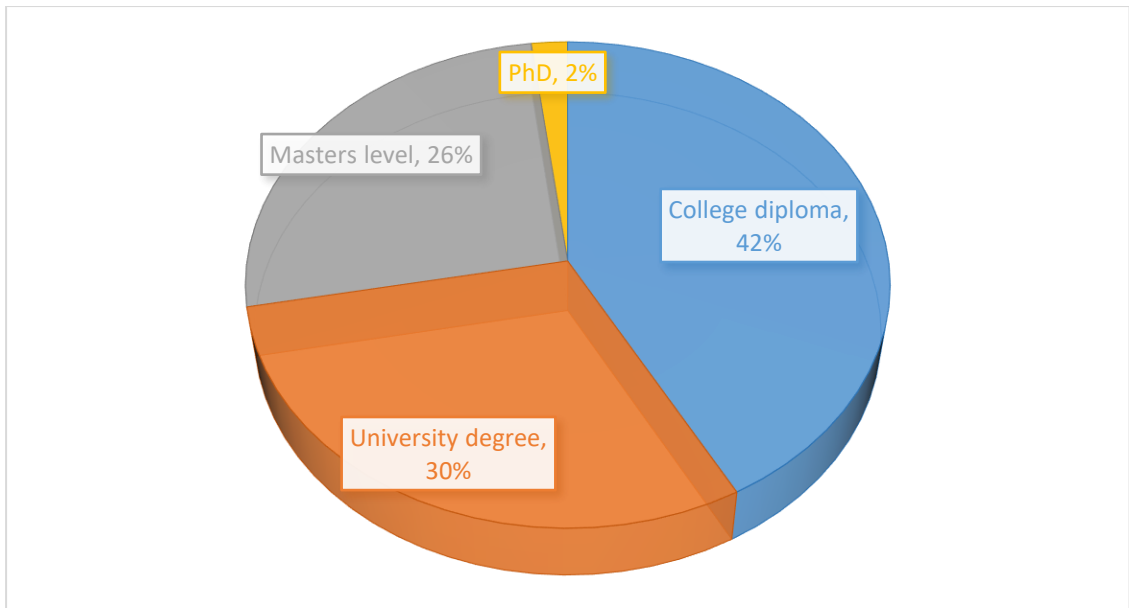
The results showed that 44% of the respondents were between the ages of 36 and 45, 26% were between the ages of 26 and 35, 18% were above 46, and 12% were under 25. This shows that the majority of respondents were aged to be able to provide accurate information due to their experience.

4.4.3. Highest Level of Education

The respondents were requested to indicate their highest level of education. The education level influenced how populations responded to changes in the subject of the study. The findings are presented in figure 4.

Figure 4. 2

Highest Level of Education



According to the data, most of respondents (42%) held a college diploma, followed by a university degree (30%), a master's degree (26%), and a doctorate (2%). This indicates that the majority of respondents were knowledgeable, making them able to provide the information needed to discuss the study's topic.

4.4.4. Length of Working in the Organization

The respondents were requested to indicate the number of years worked at the organization. The findings are as shown in table 4.

Table 4. 4

Length of Working in the Organization

Duration	Frequency	Percentage
Less than 5 years	4	8%
5-10 years	7	14%
10-15 years	20	40%
15-20 years	13	26%
20 years and above	6	12%
Total	50	100

According to the results, most of respondents (40%) had worked for the company for between 10 and 15 years, 26% for 15 to 20 years, 14% for 5 to 10 years, 12% for 20 years, and 8% for 5 years or less. This depicts that the respondents had worked in the organization for a sizeable duration of time and thus could offer reliable information.

4.5. Diagnostics Tests

4.5.1. Test for Normality

The Shapiro-Wilk and Kolmogorov-Smirnov tests were used in this investigation to determine normalcy. Although it can handle sample sizes up to 2000, the Shapiro-Wilk Test is best suitable for smaller sample sizes (less than 50 samples). Because of this, the Shapiro-Wilk test was employed in this work as a numerical method to determine normality. The data is considered normal if the Shapiro-Wilk Test's Sig. value (P-value test statistic) is higher than 0.05. The data considerably deviates from a normal distribution if it is less than 0.05.

Table 4. 5

Shapiro-Wilk Test of Normality

Variables	Kolmogorov-Smirnov ^a		Shapiro-Wilk			
	Statistic	df	Sig.	Statistic	Df	Sig.
Premise control	.364	50	.331	.656	50	.401
Surveillance control	.309	50	.331	.742	50	.401
Implementation control	.329	50	.331	.703	50	.401
Financial control	.289	50	.331	.730	50	.401
Cross border trade	.349	50	.331	.616	50	.401

a. Lilliefors Significance Correction

The results show that for premise control, surveillance control, implementation control, financial control, and cross-border commerce, the significant values for the Shapiro-Wilk tests were 0.401. The significant values for premise control, surveillance control,

implementation control, financial control, and cross-border commerce in the Kolmogorov-Smirnov tests were 0.331. Based on the assumption that the data originated from a normally distributed population, this suggests that we are unable to reject the hypothesis because the p-value is higher than the selected alpha threshold of 0.05. As a result, the test findings represent typically distributed population data.

4.5.2. Test for Multi-collinearity and Singularity

The degree of correlation between variables was assessed using the variance inflation factor (VIF), which was also used to calculate the amount that a coefficient's variance was inflated due to linear dependence with other predictors. Table 6 displays the results of the multicollinearity tests.

Table 4. 6

Test for Multicollinearity

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.272	.350		3.636	.000		
Premise control	.198	.063	.188	3.126	.002	.780	1.281
Surveillance control	.096	.066	.107	1.451	.0148	.512	1.954
Implementation control	.325	.073	.349	4.481	.000	.463	2.162
Financial control	.123	.054	.161	2.272	.024	.558	1.793

a. Dependent Variable: Cross Border Trade

There was no multicollinearity issue, according to Table 6's data. Every variable had tolerance levels higher than the suggested threshold of 0.1 (Newman et al. 2021). In a similar vein, none of the variables' variance inflation factors exceeded 5, indicating a modest degree of correlation between them.

4.5.3. Test for Homoscedasticity and heteroscedasticity

The Đalić and Terzić (2021), which measures the residual value of the independent variable using regression, was used in the study. It is assumed that in this instance,

heteroscedasticity will not be an issue if the Sig. value is greater than 0.05. Table 7 displays the findings from the heteroscedasticity tests.

Table 4. 7

Test for Heteroscedasticity

Coefficients^a				
Model	Unstandardized Coefficients		Standardized Coefficientst	Sig.
	B	Std. Error	Beta	
(Constant)	1.125	.012		3.856.000
Premise control	.198	.045	.186	0.156.269
Surveillance control	.096	.056	.112	0.258.148
Implementation control	.256	.089	.349	0.481.86
Financial control	.174	.070	.145	0.463.089

a. Dependent Variable: Cross Border Trade

Since the obtained Sig. values are greater than 0.05 based on the output coefficients, heteroscedasticity is not an issue. Therefore, the residual variance of the independent and dependent variables that were examined does not differ.

4.6. Premise Control

This section presents findings on premise control which are presented in the subsequent sections.

4.6.1. Extent of Agreement on Premise Control on Cross-Border Trade

The respondents were requested to indicate the extent of agreement on statements about premise control on cross-border trade. The findings are shown in table 8.

Table 4. 8

Extent of Agreement on Premise Control on Cross-Border Trade

Opinion	Mean	Std. Dev
The degree of compliance with trade regulations has a major impact on how well cross-border commercial operations operate in Jonglei State.	4.213	0.220
The success of cross-border commercial activities in Jonglei State is positively correlated with the efficiency of customs clearance procedures.	4.464	0.213
Robust security protocols at locations hosting cross-border commercial operations strengthen defenses against illegal activity and guarantee secure operations in Jonglei State.	3.924	0.173
Accurate and comprehensive trade documentation is essential for seamless cross-border operations in Jonglei State.	3.809	0.170
The effective movement of products and services in cross-border commercial operations in Jonglei State is supported by well-maintained infrastructure and facilities.	3.719	0.132
Efficient inventory management systems minimize the possibility of stockouts or surplus inventory in cross-border trade in Jonglei State by optimizing stock levels.	3.912	0.126
Dependable and transparent supply chain procedures improve premise control in cross-border commerce operations in Jonglei State.	3.882	0.219
Appropriate handling and storage of commodities at locations participating in cross-border trade guarantee product quality and customer satisfaction in Jonglei State.	3.702	0.197

From the findings the respondents agreed that the success of cross-border commercial activities in Jonglei State is positively correlated with the efficiency of customs clearance procedures (mean=4.464), followed by the degree of compliance with trade regulations has a major impact on how well cross-border commercial operations operate in Jonglei State (mean=4.213), robust security protocols at locations hosting cross-border commercial operations strengthen defenses against illegal activity and guarantee secure operations in Jonglei State (mean=3.924), efficient inventory management

systems minimize the possibility of stockouts or surplus inventory in cross-border trade in Jonglei State by optimizing stock levels (mean=3.912), dependable and transparent supply chain procedures improve premise control in cross-border commerce operations in Jonglei State (mean=3.882), accurate and comprehensive trade documentation is essential for seamless cross-border operations in Jonglei State (mean=3.809), the effective movement of products and services in cross-border commercial operations in Jonglei State is supported by well-maintained infrastructure and facilities (mean=3.719), and appropriate handling and storage of commodities at locations participating in cross-border trade guarantee product quality and customer satisfaction in Jonglei State (mean=3.702). This shows that the success of cross-border commercial activities in Jonglei State is positively correlated with the efficiency of customs clearance procedures.

4.7. Surveillance Control

This section presents findings on surveillance control which are presented in the subsequent sections.

4.7.1. Extent of Agreement on Surveillance Control on Cross Border Trade

The respondents were requested to indicate the extent of agreement on statements about surveillance control on cross border trade. The findings are shown in table 9.

Table 4. 9

Extent of Agreement on Surveillance Control on Cross Border Trade

Opinion	Mean	Std. Dev
The effectiveness of border surveillance significantly contributes to the prevention and detection of illegal activities in cross-border trade in Jonglei State.	4.225	0.556
Efficient compliance monitoring mechanisms play a crucial role in ensuring adherence to trade regulations and preventing violations in cross-border trade activities in Jonglei State.	4.313	0.570
Collaborative information sharing among relevant stakeholders enhances surveillance control and facilitates effective cross-border trade management in Jonglei State	3.862	0.509
Timely and accurate collection of trade data through surveillance control systems enables better decision-making and risk assessment in cross-border trade in Jonglei State.	3.725	0.499
The ability to detect and prevent smuggling activities positively impacts the security and integrity of cross-border trade operations in Jonglei State.	4.031	0.534
Reliable and up-to-date trade data obtained through surveillance control systems support the analysis and evaluation of cross-border trade trends in Jonglei State.	4.173	0.548
Efficient surveillance control measures ensure the integrity of cross-border trade and contribute to a fair and transparent trading environment in Jonglei State.	3.941	0.586

From the findings the respondents agreed that efficient compliance monitoring mechanisms play a crucial role in ensuring adherence to trade regulations and preventing violations in cross-border trade activities in Jonglei State (mean=4.313), followed by the effectiveness of border surveillance significantly contributes to the

prevention and detection of illegal activities in cross-border trade in Jonglei State (mean=4.225), reliable and up-to-date trade data obtained through surveillance control systems support the analysis and evaluation of cross-border trade trends in Jonglei State (mean=4.173), the ability to detect and prevent smuggling activities positively impacts the security and integrity of cross-border trade operations in Jonglei State (mean=4.031), efficient surveillance control measures ensure the integrity of cross-border trade and contribute to a fair and transparent trading environment in Jonglei State (mean=3.941), collaborative information sharing among relevant stakeholders enhances surveillance control and facilitates effective cross-border trade management in Jonglei State (mean=3.862), and that timely and accurate collection of trade data through surveillance control systems enables better decision-making and risk assessment in cross-border trade in Jonglei State (mean=3.725). This shows that efficient compliance monitoring mechanisms play a crucial role in ensuring adherence to trade regulations and preventing violations in cross-border trade activities in Jonglei State.

4.8. Implementation Control

This section presents findings on implementation control which are presented in the subsequent sections.

4.8.1. Extent of Agreement on Implementation Control on Cross Border Trade

The respondents were requested to indicate the extent of agreement on statements about implementation control on cross border trade. The findings are shown in table 10.

Table 4. 10

Extent of Agreement on Implementation Control on Cross Border Trade

Opinion	Mean	Std. Dev
The alignment of cross-border trade strategies with the overall business objectives significantly impacts the success of trade implementation in Jonglei State.	4.336	0.747
Effective coordination among stakeholders involved in cross-border trade operations plays a crucial role in ensuring smooth implementation and operational efficiency in Jonglei State.	4.179	0.612
The ability to identify, evaluate, and mitigate risks associated with cross-border trade operations positively influences the implementation control measures in Jonglei State.	4.021	0.670
Adherence to standard operating procedures enhances the consistency and quality of cross-border trade activities in Jonglei State.	3.993	0.576
Comprehensive training and capacity-building programs contribute to the knowledge and skill development of individuals engaged in cross-border trade in Jonglei State.	4.107	0.623
Efficient supply chain management practices optimize the flow of goods, reduce delays, and improve overall implementation control in cross-border trade in Jonglei State.	4.043	0.288
Compliance with regulatory requirements and ethical standards ensures the legality.	3.821	0.272

From the findings the respondents agreed that the alignment of cross-border trade strategies with the overall business objectives significantly impacts the success of trade implementation in Jonglei State (mean=4.336), followed by effective coordination among stakeholders involved in cross-border trade operations plays a crucial role in ensuring smooth implementation and operational efficiency in Jonglei State (mean=4.179), comprehensive training and capacity-building programs contribute to the knowledge and skill development of individuals engaged in cross-border trade in Jonglei State (mean=4.107), efficient supply chain management practices optimize the

flow of goods, reduce delays, and improve overall implementation control in cross-border trade in Jonglei State (mean=4.043), the ability to identify, evaluate, and mitigate risks associated with cross-border trade operations positively influences the implementation control measures in Jonglei State (mean=4.021), adherence to standard operating procedures enhances the consistency and quality of cross-border trade activities in Jonglei State (mean=3.993), and that compliance with regulatory requirements and ethical standards ensures the legality (mean=3.821). This shows that alignment of cross-border trade strategies with the overall business objectives significantly impacts the success of trade implementation in Jonglei State.

4.9. Financial Control

This section presents findings on financial control which are presented in the subsequent sections.

4.9.1. Extent of Agreement on Financial Control on Cross Border Trade

The respondents were requested to indicate the extent of agreement on statements about financial control on cross border trade. The findings are shown in table 11.

Table 4. 11

Extent of Agreement on Financial Control on Cross Border Trade

Opinion	Mean	Std. Dev
Effective exchange rate risk management strategies minimize the impact of currency fluctuations on the financial performance of cross-border trade activities in Jonglei State.	3.754	0.138
Compliance with tax regulations and accurate tax reporting practices contribute to the financial control and transparency of cross-border trade operations in Jonglei State.	4.234	0.152
Efficient cash flow management practices ensure the availability of funds for cross-border trade activities and mitigate liquidity risks in South Sudan.	4.123	0.172
Profitability and return on investment analysis provide insights into the financial performance and viability of cross-border trade ventures in Jonglei State.	3.891	0.202
Cost control measures and expense management practices optimize the financial resources allocated to cross-border trade operations in Jonglei State.	3.921	0.224
Accurate and transparent financial reporting practices enhance accountability and facilitate decision-making in cross-border trade activities in Jonglei State.	3.986	0.177
Effective management of financial risks associated with cross-border trade, such as credit risks or payment delays, minimizes financial losses and ensures stability in Jonglei State.	3.743	0.219

From the findings the respondents agreed that compliance with tax regulations and accurate tax reporting practices contribute to the financial control and transparency of cross-border trade operations in Jonglei State (mean=4.234), efficient cash flow management practices ensure the availability of funds for cross-border trade activities and mitigate liquidity risks in South Sudan (mean=4.123), accurate and transparent

financial reporting practices enhance accountability and facilitate decision-making in cross-border trade activities in Jonglei State (mean=3.986), cost control measures and expense management practices optimize the financial resources allocated to cross-border trade operations in Jonglei State (mean=3.921), profitability and return on investment analysis provide insights into the financial performance and viability of cross-border trade ventures in Jonglei State (mean=3.891), effective exchange rate risk management strategies minimize the impact of currency fluctuations on the financial performance of cross-border trade activities in Jonglei State (mean=3.754), and effective management of financial risks associated with cross-border trade, such as credit risks or payment delays, minimizes financial losses and ensures stability in Jonglei State (mean=3.743). This shows that compliance with tax regulations and accurate tax reporting practices contribute to the financial control and transparency of cross-border trade operations in Jonglei State.

4.10. Cross Border Trade in Jonglei State

This section presents findings on cross border trade in Jonglei State which are presented in the subsequent sections.

4.10.1. Extent of Agreement on Cross Border Trade in Jonglei State

The respondents were requested to indicate the extent of agreement on statements about cross border trade in Jonglei State. The findings are shown in table 12.

Table 4. 12

Extent of Agreement on Cross Border Trade in Jonglei State

Opinion	Mean	Std. Dev
Cross-border trade helps to ensure that goods and services are able to flow freely between different countries, which can help to boost economic growth and development.	4.324	0.183
Cross-border trade help to create jobs and generate income, especially in developing countries.	4.044	0.132
Cross-border trade help to increase competition and offer consumers more choice.	4.231	0.208
Cross-border trade help to promote innovation and technology transfer.	4.159	0.221
Cross-border trade help to spread best practices and improve standards of living.	4.491	0.255
Cross-border trade help to reduce poverty and inequality.	4.252	0.199
Cross-border trade help to build bridges between cultures and promote understanding and cooperation between different countries.	4.414	0.263

From the findings the respondents agreed that cross-border trade help to spread best practices and improve standards of living (mean=4.491), followed by cross-border trade help to build bridges between cultures and promote understanding and cooperation between different countries (mean=4.414), cross-border trade helps to ensure that goods and services are able to flow freely between different countries, which can help to boost economic growth and development (mean=4.324), cross-border trade help to reduce poverty and inequality (mean=4.252), cross-border trade help to increase competition and offer consumers more choice (mean=4.231), cross-border trade help to promote innovation and technology transfer (mean=4.159), and that cross-border trade help to

create jobs and generate income, especially in developing countries (mean=4.044). This shows that cross-border trade help to spread best practices and improve standards of living.

4.11. Regression Analysis

Multiple regression analysis was used in the study to determine the correlation between the predictor factors and cross-border trade in the state of Jonglei. After cleaning and coding field data, the study employed SPSS version 24 to generate regression statistics. The coefficient of determination explained how fluctuations in the independent variables can account for variations in the dependent variable.

4.11.1. Model Summary

The table below shows the model summary of the association between the predictor variables and cross-border trade in Jonglei State. The results are displayed in Table 13.

Table 4. 13

Model Summary

Model	R	R Square	Adjusted Square	RStd. Error of the Estimate	F	P-value
1	0.89	.792	.742	.312	31.341	.001

a. Predictors: (Constant), Premise Control, Surveillance Control, Implementation Control, and Financial Control.

b. Dependent Variable: Cross Border Trade in Jonglei State

The data in the table indicates that the independent variable in the model (R²=0.792) explains 79.2% of the variation in cross-border trade in Jonglei State. The preceding

table's data make it evident that the model is trustworthy and appropriate for use in estimating.

4.11.2 ANOVA Results

The table below displays the ANOVA findings for the relationship between the predictor factors and cross-border trade in Jonglei State. Table 14 displays the results.

Table 4. 14

ANOVA of the Regression

Model		Sum Squares	df	Mean Square	F	Sig.
1	Regression	12.492	4	3.123	25.185	.002 ^a
	Residual	5.58	45	.124		
	Total	18.072	49			

a. Predictors: (Constant), Premise Control, Surveillance Control, Implementation Control, and Financial Control.

b. Dependent Variable: Cross Border Trade in Jonglei State

The model is statistically significant in predicting how the components (premise control, surveillance control, implementation control, and financial control) affect cross-border trade in Jonglei State since the significance value is 0.002, which is less than 0.05. 3.123 was the F crucial at the 5% significance level. Given that the calculated F value is higher than the F critical value (value = 25.185), the model as a whole was significant.

4.11.3 Coefficient of Determination

The coefficient of determination for the correlation between the predictor factors and cross-border trade in Jonglei State is given in the table below. The results are displayed in Table 15.

Table 4. 15

Coefficient of Determination

	Unstandardized		Standardized		
	Coefficients		Coefficients		
	B	Std. Error	Beta	T	Sig.
Model 1(Constant)	0.289	0.116		2.491	0.005
Premise Control	0.319	0.122	0.514	2.61	0.001
Surveillance Control	0.287	0.117	0.452	2.45	0.002
Implementation					
Control	0.245	0.106	0.413	2.31	0.001
Financial Control	0.229	0.098	0.398	2.34	0.001

a. **Dependent Variable:** Cross Border Trade in Jonglei State

An analysis using simple regression was conducted to determine the extent of cross-border trade in the state of Jonglei. The regression equation that follows was developed based on the SPSS table.

$$(Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon)$$

Becomes:

$$(Y = 0.289 + 0.319 + 0.287 + 0.245 + 0.229 + \epsilon)$$

Cross-border commerce in Jonglei State was found to be 0.289 based on a regression analysis that kept the independent variables (financial control, implementation control, surveillance control, and premise control) constant at zero. According to the data

findings analyzed, an increase of one unit in premise control will lead to a 0.319 increase in cross-border trade in Jonglei State; an increase of one unit in surveillance control will result in a 0.287 increase in cross-border trade in Jonglei State; an increase of one unit in implementation control will result in a 0.245 increase in cross-border trade in Jonglei State; and an increase of one unit in financial control will result in a 0.229 increase in cross-border trade in Jonglei State. Moreover, presuming that zero is assigned to every other independent variable. This indicates that the two factors that contribute most to cross-border trade in Jonglei State are premise control and surveillance control. Premise control, surveillance control, implementation control, and financial control were all significant on cross-border trade in Jonglei State at the 5% level of significance and 95% level of confidence.

4.12. Correlation Analysis

The study utilized Pearson's product moment approach in correlational analysis to investigate the correlation between cross-border trade and strategic control in Jonglei State. Table 16 displays the correlation's findings.

Table 4. 16*Correlation Between strategic control and cross border trade in Jonglei State.*

		Cross Border Trade	Strategic Control
Cross Border Trade	Pearson Correlation	1	.767**
	Sig. (2-tailed)		.000
Strategic Control	N	50	50
	Pearson Correlation	.767**	1
	Sig. (2-tailed)	.000	
	N	50	50

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

Table 16 findings indicate a strong positive correlation ($r = 0.767$) between strategic control and cross-border commerce in Jonglei State. This suggests that there is a significant and strong correlation between strategic control and cross-border trade in Jonglei State.

4.13. Discussion of Findings

The study discovered that successful cross-border trade operations in Jonglei State are positively impacted by effective customs clearance procedures. The results are consistent with the resource-based view theory, which backs up the impact of optimizing sales control tactics on South Sudan's cross-border trade. According to the notion, businesses are more likely to succeed in global marketplaces if they have a competitive advantage in terms of their resources and capabilities. As a result, businesses with proficient and profitable sales optimization are more likely to succeed in international trade. Furthermore, the results corroborate a study by Saleh and Rosli (2024), which claimed that the creation of policies and processes guarantees adherence to legal and regulatory standards in various nations or areas. Additionally, it assists businesses in upholding moral principles, reducing legal risks, and cultivating stakeholder trust. The study also discovered that effective systems for monitoring compliance are essential for guaranteeing that trade laws are followed and for averting infractions in Jonglei State's cross-border trade activity. The results also support the

resource-based view hypothesis, which holds that by managing the sales force, a company may more effectively make use of its assets and competencies to obtain a competitive edge. The results also corroborate a study by Tovohery et al. (2020), which found that firms can improve operational effectiveness, minimize risks, and maximize results in cross-border commerce by putting strong implementation control mechanisms in place.

The study found that alignment of cross-border trade strategies with the overall business objectives significantly impacts the success of trade implementation in Jonglei State. The study found that compliance with tax regulations and accurate tax reporting practices contribute to the financial control and transparency of cross-border trade operations in Jonglei State. The findings agree with the theory of Comparative Advantage which advocates for the implementation of publicity strategies, such as tariffs and quotas, to promote cross-border trade in South Sudan. By restricting imports of goods that can be produced more cheaply domestically, these strategies give South Sudanese producers a comparative advantage in the domestic market and make it more difficult for foreign firms to compete (Berenguer-Rico & Wilms, 2021). In addition, the findings agree with a study by Nwangburuka et al. (2023) who stated that businesses need to stay abreast of tax laws and regulations in both their home country and the target markets they trade with. This includes understanding tax obligations, such as obtaining the necessary permits and licenses, filing accurate tax returns, and adhering to transfer pricing regulations.

According to the study, premise control, surveillance control, implementation control, and financial control all had a substantial impact on cross-border trade in Jonglei State at a 5% level of significance and a 95% level of confidence. Significantly, the study

also discovered a substantial correlation in Jonglei State between cross-border trade and strategic control. The results are consistent with the notion of absolute advantage, which shows that a nation can manufacture an item or service at a cheaper cost than another nation, hence supporting the impacts of strategic cost control on cross-border commerce in South Sudan. The effects of strategic cost control on cross-border trade in the country are supported by the notion of absolute advantage, which shows that South Sudan has an advantage in producing specific goods and services. This implies that the nation may sell these products and services for less money since it can create them more cheaply than other nations (Taherdoost, 2021). Furthermore, the outcomes support a study by Makhlouf (2020) that emphasizes the value of strategic orientation in international trade. The need to manage operations across borders, adjust to shifting market conditions, and comply with international trade laws makes strategic control even more crucial. Businesses need to be well-versed in the markets they serve, the particular difficulties that come with doing business internationally, and the tactics required to keep control and optimize gains (Makhlouf, 2020). Businesses need to consider a number of elements while evaluating the effects of strategic control and cross-border trade.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Introduction

This chapter presented summary, conclusion and recommendations on influence of strategic control on cross border trade in Jonglei State.

5.2. Summary of Findings

5.2.1. Premise Control

The first objective was to determine the influence of Premise Control on cross border trade in Jonglei State. The study discovered that successful cross-border commercial activities in Jonglei State are positively impacted by effective customs clearance procedures.

5.2.2. Surveillance Control

The second objective was to assess the influence of Surveillance control on cross border trade in Jonglei State. The study also discovered that effective compliance monitoring systems are essential for guaranteeing that trade laws are followed and for averting infractions in Jonglei State's cross-border trade operations.

5.2.3. Implementation Control

The third objective was to examine the influence of Implementation control on cross border trade in Jonglei State. The study found that alignment of cross-border trade strategies with the overall business objectives significantly impacts the success of trade implementation in Jonglei State.

5.2.4. Financial Control

The third objective was to determine the influence of financial control on cross border trade in Jonglei State. The study also found that compliance with tax regulations and

accurate tax reporting practices contribute to the financial control and transparency of cross-border trade operations in Jonglei State.

5.3. Conclusion of the Study

In regard to first objective the study concluded that efficient customs clearance processes positively contribute to the success of cross-border trade activities in Jonglei State.

In regard to second objective the study concluded that that the effectiveness of cross-border economic activities in Jonglei State is positively correlated with the efficiency of customs clearance procedures.

In regard to third objective the study concluded that alignment of cross-border trade strategies with the overall business objectives significantly impacts the success of trade implementation in Jonglei State.

In regard to fourth objective the study concluded that compliance with tax regulations and accurate tax reporting practices contribute to the financial control and transparency of cross-border trade operations in Jonglei State.

5.4. Recommendations of the Study

5.4.1. Premise Control

The study suggests that governments should coordinate their policies to promote effective trade integration in order to support the efforts of cross-border traders. Encouraging and facilitating the policy-making process is essential, as is making sure the Customs Union continuously oversees how the policies are being implemented. If policymakers include cross-border commerce in their strategy, they will be better equipped to support their own economic empowerment and solidify their place as a prominent player in regional trade activities.

5.4.2. Surveillance Control

In order to move and clear goods more quickly and affordably, the study recommends that border agencies and the business sector work together more effectively. In order to overcome obstacles to trade facilitation, parties involved in coordinated border management (CBM) should constantly make sure that cooperation is required.

5.4.3. Implementation Control

By lowering the quantity of trade documents needed and standardizing the type of data that must be included in these forms, the government should expedite the rules of origin, standards, and customs clearance processes. Additionally, such documentation ought to be adaptable for usage in computer systems and ought to be created and standardized in compliance with globally recognized standards, practices, and guidelines.

5.4.4. Financial Control

According to the study, it is imperative to look for alternate financial strategies that can adapt to the particular needs of cross-border trade. The fund may also be used for the construction of infrastructure, such as feeder road improvements that would boost marketing prospects and encourage small-scale informal manufacturing and processing businesses.

5.5. Suggestion for Further Research

Due to various limiting factors, it was not possible to carry out comprehensive research on influence of strategic control on cross border trade in Jonglei State, hence there is need to undertake further study in this area by widening the study sample by including more respondents for generalization purposes. It is important to note that, the findings

of this study are based on strategic control being regressed on the cross-border trade and their application is only in Jonglei state. The researcher suggests that a similar study be carried out among the EAC countries to establish the influence of strategic control on cross border trade and compare the findings with those of Jonglei State.

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APPENDICES

Appendix 1: Introduction Letter

Dear Respondent,

RE: RESEARCH QUESTIONNAIRE.

I am a graduate student at Kenya Methodist University, where I am concentrating in strategic management and pursuing an MBA with a strategic management option. I'm working on a project titled "Influence of strategic control on cross-border trade in Jonglei State" as part of my degree requirements. Part of the requirements for my degree qualification is this research. If you could please take a moment to fill out a questionnaire that I will supply, that would be greatly appreciated. All of the information you submit will only be used for academic purposes, and your answers will be kept completely private. Your assistance is much welcomed and treasured.

I would like to take this opportunity to express my gratitude for your prompt return of the completed questionnaire.

Yours faithfully,

.....

David Chol Geu

Appendix II: Research Questionnaire

Please answer all questions as honestly as you can. The information you provide will be treated with a lot of confidentiality. It will only be used for academic purposes only.

SECTION A: BACKGROUND INFORMATION

1. Name of the organization (Optional)

2. Gender

Male [] Female []

3. What is your age range in years?

Less than 25 years []

26-35 years []

36-45 years []

More than 45years []

4. What is your highest level of education?

College Diploma []

University Degree []

Master Level []

PhD Level []

5. Number of years worked at the organization?

Less than 5 year []

5-10 year []

10-15 year []

15-20 year []

More than 20 year []

SECTION B: INFLUENCE OF STRATEGIC CONTROL

Key: 1-SD= Strongly disagree; 2-D = Disagree; 3-N = Neutral; 4-A= Agree; 5-SA = Strongly Agree.

Part A: Premise Control on Cross-border trade

	1	2	3	4	5
	SD	D	N	A	SA
Opinion	1	2	3	4	5
1 The degree of compliance with trade regulations has a major impact on how well cross-border commercial operations operate in Jonglei State.					
2 The success of cross-border commercial activities in Jonglei State is positively correlated with the efficiency of customs clearance procedures.					
3 Robust security protocols at locations hosting cross-border commercial operations strengthen defenses against illegal activity and guarantee secure operations in Jonglei State.					
4 Accurate and comprehensive trade documentation is essential for seamless cross-border operations in Jonglei State.					
5 The effective movement of products and services in cross-border commercial operations in Jonglei State is supported by well-maintained infrastructure and facilities.					
6 Efficient inventory management systems minimize the possibility of stockouts or surplus inventory in cross-border trade in Jonglei State by optimizing stock levels.					
7 Dependable and transparent supply chain procedures improve premise control in cross-border commerce operations in Jonglei State.					
8 Appropriate handling and storage of commodities at locations participating in cross-border trade guarantee product quality and customer satisfaction in Jonglei State.					

Part B: Surveillance control on cross border trade

1	2	3	4	5				
SD	D	N	A	SA				
Opinion				1	2	3	4	5
1	The effectiveness of border surveillance significantly contributes to the prevention and detection of illegal activities in cross-border trade in Jonglei State.							
2	Efficient compliance monitoring mechanisms play a crucial role in ensuring adherence to trade regulations and preventing violations in cross-border trade activities in Jonglei State.							
3	Collaborative information sharing among relevant stakeholders enhances surveillance control and facilitates effective cross-border trade management in Jonglei State							
4	Timely and accurate collection of trade data through surveillance control systems enables better decision-making and risk assessment in cross-border trade in Jonglei State.							
5	The ability to detect and prevent smuggling activities positively impacts the security and integrity of cross-border trade operations in Jonglei State.							
6	Reliable and up-to-date trade data obtained through surveillance control systems support the analysis and evaluation of cross-border trade trends in Jonglei State.							
7	Efficient surveillance control measures ensure the integrity of cross-border trade and contribute to a fair and transparent trading environment in Jonglei State.							

Part C: Implementation Control on Cross-Border Trade

1	2	3	4	5				
SD	D	N	A	SA				
Opinion				1	2	3	4	5
1	The alignment of cross-border trade strategies with the overall business objectives significantly impacts the success of trade implementation in Jonglei State.							

2	Effective coordination among stakeholders involved in cross-border trade operations plays a crucial role in ensuring smooth implementation and operational efficiency in Jonglei State.				
3	The ability to identify, evaluate, and mitigate risks associated with cross-border trade operations positively influences the implementation control measures in Jonglei State.				
4	Adherence to standard operating procedures enhances the consistency and quality of cross-border trade activities in Jonglei State.				
5	Comprehensive training and capacity-building programs contribute to the knowledge and skill development of individuals engaged in cross-border trade in Jonglei State.				
6	Efficient supply chain management practices optimize the flow of goods, reduce delays, and improve overall implementation control in cross-border trade in Jonglei State.				
7	Compliance with regulatory requirements and ethical standards ensures the legality.				

Part D: Financial Control on Cross-Border Trade

1	2	3	4	5				
SD	D	N	A	SA				
Opinion				1	2	3	4	5
1	Effective exchange rate risk management strategies minimize the impact of currency fluctuations on the financial performance of cross-border trade activities in Jonglei State.							
2	Compliance with tax regulations and accurate tax reporting practices contribute to the financial control and transparency of cross-border trade operations in Jonglei State.							
3	Efficient cash flow management practices ensure the availability of funds for cross-border trade activities and mitigate liquidity risks in South Sudan.							

4	Profitability and return on investment analysis provide insights into the financial performance and viability of cross-border trade ventures in Jonglei State.					
5	Cost control measures and expense management practices optimize the financial resources allocated to cross-border trade operations in Jonglei State.					
6	Accurate and transparent financial reporting practices enhance accountability and facilitate decision-making in cross-border trade activities in Jonglei State.					
7	Effective management of financial risks associated with cross-border trade, such as credit risks or payment delays, minimizes financial losses and ensures stability in Jonglei State.					

SECTION C: CROSS BORDER TRADE IN JONGLEI STATE

1	2	3	4	5				
SD	D	N	A	SA				
Opinion				1	2	3	4	5
1	Cross-border trade helps to ensure that goods and services are able to flow freely between different countries, which can help to boost economic growth and development.							
2	Cross-border trade help to create jobs and generate income, especially in developing countries.							
3	Cross-border trade help to increase competition and offer consumers more choice.							
4	Cross-border trade help to promote innovation and technology transfer.							
5	Cross-border trade help to spread best practices and improve standards of living.							

6	Cross-border trade help to reduce poverty and inequality.					
7	Cross-border trade help to build bridges between cultures and promote understanding and cooperation between different countries.					

Thank you for your assistance.

Appendix III: Introduction Letter from KEMU Postgraduate



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya
Tel: 254-064-30301/31229/30367/31171

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Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

June 13, 2023

Commission Secretary
National Commission for Science, Technology and Innovations
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: DAVID CHOL GEU (REG. NO. BUS-3-0861-2/2019)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking Master of Business Administration Degree. He is conducting research on; "Influence of Strategic Control and Cross Border Trade in Jonglei State, Bor Town Municipality, South Sudan".

We confirm that his research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable him collect data.

Any assistance accorded to him will be highly appreciated.

Yours sincerely,








Dr. John M. Muchiri (PhD)

Director, Postgraduate Studies

Cc: Dean SBUE
CoD, Business Administration
Postgraduate Coordinator
Supervisors

Appendix IV: NACOSTI Permit

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
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