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Influence of Strategic Control and Cross Border Trade in Jonglei State, Bor Town Municipality, South Sudan

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Abstract
The purpose of this study was to examine the influence of strategic control on cross-border trade in South Sudan. The contention of the article is that strategic control is an important tool for enhancing cross-border trade in South Sudan. It helps to ensure that goods and services are traded fairly, thereby helping to promote sustainable economic development for South Sudan. Local businesses operating in South Sudan face numerous challenges, including intensified competition due to new market entrants, the threat of imports, increased capacities, and high production costs associated with energy, imported clinker, and transportation. The main objective of this study was to examine the influence of strategic control on cross-border trade in South Sudan. Specifically, the study aimed to achieve the following objectives: assess the influence of premise control on cross-border trade in South Sudan, evaluate the influence of surveillance control on cross-border trade in South Sudan, investigate the influence of implementation control on cross-border trade in South Sudan, and analyze the influence of financial control on cross-border trade in South Sudan. A descriptive survey methodology was employed to gather comprehensive information from employees of the Bor town municipality Jonglei state, South Sudan. The target population of the study consisted of 158 employees working in the Bor town Municipality Jonglei State. A sample size of 61 employees was randomly selected for participation using simple random sampling. Data was collected through questionnaires that include both structured and unstructured questions. For data analysis, which included descriptive statistics like tables, charts, percentages, tabulations, means, and other measures of central tendencies, the statistical package for social sciences (SPSS) was used. There was a very strong association between strategic control and cross border trade in Jonglei State which is significant. The study concluded that efficient customs clearance processes positively contribute to the success of cross-border trade activities in Jonglei State and 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. The study recommends that in order to encourage cross-border traders' efforts, governments should coordinate their policies to achieve effective trade integration. Facilitating and promoting policy creation processes is crucial, as is ensuring that the Customs Union regularly monitors their implementation. Policymakers will be better able to assist their own economic empowerment and strengthen their position as a major player in regional trade activities if they incorporate cross-border commerce into their vision.
Key Words: South Sudan, Jonglei State, Channel Optimization, Publicity strategies, Strategic cost, Cross border trade, Premise & Financial Control, Surveillance & Implementation Control

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Introduction

The globalization of business has prompted companies to place greater emphasis on strategic control to maintain a competitive edge (Lesutis, 2020). Concurrently, the significance of cross-border trade has grown as businesses seek to expand their operations. Consequently, it becomes essential for companies to carefully examine the influence of strategic control and cross-border trade to ensure the realization of their desired outcomes (Sahi *et. al.,* 2018). Cross-border trade is a complex and dynamic business activity that involves various challenges and risks. In order to effectively manage and navigate this environment, organizations need to implement strategic control mechanisms. Strategic control refers to the systematic monitoring and regulation of activities to ensure alignment with organizational objectives and desired outcomes (Levine *et. al.,* 2017). Significantly, Strategic control involves some various objectives that include; premise control, surveillance control, implementation control and financial control.

Premise control involves the establishment of policies and procedures to ensure compliance with legal and regulatory requirements in different countries or regions (Akhmetshin & Yumashev, 2018). It helps organizations maintain ethical standards, mitigate legal risks, and build trust with stakeholders. Surveillance control is another key objective of strategic control in cross-border trade. It entails the continuous monitoring and assessment of market trends, competitor activities, and customer behavior (Moisander & Valtonen, 2020). Surveillance control enables organizations to gather timely and relevant information, identify emerging opportunities and threats, and make informed strategic decisions.

Implementation control plays a crucial role in ensuring the effective execution of cross-border trade strategies. It involves the allocation of resources, coordination of activities, and evaluation of performance against predetermined targets (Tehrani & Hemmatyar, 2019). By implementing robust implementation control mechanisms, organizations can enhance operational efficiency, manage risks, and optimize outcomes in cross-border trade. Financial control is also a significant objective of strategic control in the context of cross-border trade. It pertains to the management of financial resources, including budgeting, cost control, and financial performance evaluation (Sahi *et. al.*, 2018). Effective financial control mechanisms enable organizations to allocate resources strategically, optimize profitability, and ensure financial stability in cross-border trade operations.

Several scholars have examined the implications of strategic control on cross-border trade. Sahi *et. al.,* (2018) emphasize the importance of strategic orientation in achieving superior performance, highlighting the role of customer value types in driving strategic control efforts. They argue that aligning strategic control mechanisms with customer value types can enhance competitiveness. The development of policy recommendations through restoration of non-oil exports and investment on potential sectors aimed at economic and social developments in Jonglei state has fostered export competitiveness.

The export competitiveness in the country is a great contribution to the growth and achievement in the export sector by providing quality products and services in the foreign market dominance at reduced prices to ensure long term economic value and sustainable development in the country (Romanell *et. al.,* 2018). Strategic control refers to the process by which a company establishes and maintains control over its operations, resources, and decision-making to achieve specific objectives (Levine *et. al.,* 2017). This process plays a vital role in various aspects of business, including optimizing profitability and mitigating risks. In order to effectively implement strategic control and navigate the complexities of cross-border trade, companies must thoroughly evaluate the associated implications (Moisander & Valtonen, 2020).

Cross-border trade entails the exchange of goods and services between different countries (Michael *et. al.,* 2017). This form of trade offers opportunities for companies to access new markets, expand their customer base, and diversify revenue streams. However, it also presents challenges such as regulatory compliance, cultural differences, and geopolitical risks (Luo & Shenkar, 2017). To succeed in cross-border trade, companies must carefully consider the implications of strategic control and develop comprehensive strategies to address these challenges. The primary objectives of strategic control include optimizing resource allocation, enhancing operational efficiency, and achieving organizational goals (Solanke & Rajagopalan, 2020).

In the context of cross-border trade, strategic control becomes even more critical as it involves managing operations across different jurisdictions, adapting to varying market conditions, and aligning with international trade regulations (Tehrani & Hemmatyar, 2019). Companies must possess a sound understanding of the markets they operate in, the unique challenges posed by cross-border trade, and the strategies needed to maintain control and maximize benefits. When considering the implications of strategic control and cross-border trade, companies must consider several factors.

Companies need to consider the legal and regulatory frameworks of the countries involved to ensure compliance and minimize legal risks (Carson *et. al.,* 2018). Secondly, the political and economic environments of the countries play a crucial role in shaping trade policies, market dynamics, and investment opportunities. The cultural aspects of the target market must be carefully assessed to ensure effective communication, relationship building, and adaptation of marketing strategies.

To ensure comprehensive analysis, it is crucial to consider the specific implications of strategic control and cross-border trade in the context of Jonglei State, Bor Town Municipality. For instance, companies may need to navigate political instabilities, including the presence of armed groups and inter communal conflicts, which can influence business operations and security considerations (Sahi *et. al.,* 2018). Additionally, limited physical infrastructure and inadequate access to reliable transportation networks can pose challenges for companies seeking to establish efficient supply chains and logistics systems (Moisander & Valtonen, 2020).

Globally, the strategic control has been employed to determine whether firms should continue with its present strategy or modify it to adopt to the changing circumstances. There are four basic types of cross border trade that take place in the Asian countries (Breul *et. al.,* 2019). They include import trade, export trade, wholesale trade and retail trade. The companies need to develop their cross-border trade strategies keeping in mind the peculiarities of the different types of cross border trade (Chung, 2018). For example, the companies need to develop such cross-border trade strategies for the Asian countries, which are compatible with the import trade. Emerging countries such as Japan have exerted the strategic control in shaping their business for global competitiveness taking advantage of the growing economy of most countries globally (Li, 2018). The economic growth of developing countries and the newly industrialized countries like China and India provides markets to global corporations, which have been critical in the growth of emerging countries inclusive of Japan (Simon & Jun, 2018).

The reform and opening up has greatly promoted China's economic development and opened up a new era for the country's foreign trade development. China has become more and more involved in the world economic, trade activities, and its international economic and trade relations have become more, and more diversified (Chung, 2018). In the United States, cross-border trade is subject to a number of strategic market controls. These controls are designed to protect the domestic market from unfair foreign competition and to ensure that imported goods meet safety and quality standards (Younas & Younas, 2020). The most important strategic control is the tariff. Tariffs are taxes on imported goods that are designed to make foreign products more expensive than similar domestic products. Tariffs are typically imposed on a wide range of products, including food, clothing, and machinery. In addition to tariffs, the United States also imposes a number of other restrictions on cross-border trade. These restrictions include quotas, which limit the quantity of certain imported goods that can be sold in the United States, and embargoes, which prohibit the importation of certain goods from specific countries (Manzi, & Morrison, 2018).

Regionally, in the context of cross-border trade in Africa, strategic control may be used in order to achieve objectives such as reducing trade barriers, stimulating economic growth, or promoting regional integration (Lassas, 2021). The current situation in Africa is that many countries are struggling to control their own trade and borders. This has led to a situation where cross-border trade is often unregulated and chaotic (Vancluysen, 2022). This has created opportunities for smugglers and other criminal elements to take advantage of the situation. There is a need for African countries to better control their trade and borders in order to improve the situation. One way to do this is to develop and implement better strategic market control measures. This may help to regulate trade and prevent smuggling and other illegal activities (Solanke & Rajagopalan, 2020). Cross-border trade can be a difficult and chaotic process.

However, by developing and implementing better strategic control measures, African countries can improve the situation and better regulate trade. In the case of trade between Nigeria and South Africa, the South African government may implement strategic control measures in order to protect its domestic industries from competition from Nigerian imports (Agwu, 2018). This may take the form of tariffs, quotas, or other trade barriers. The regional market is made up of developing countries and despite the competitive advantage; the regional market has been faced with non-competitive practices and structures. The East African monopolies are extensive with single operators dominating large market shares in significant sectors of the countries. This poses lack of competition resulting in increased prices of products and it undermines the external competitiveness and economic growth (Nagel, 2017).

From recent studies the reducing competition and the rising corporate market has been seen to result from the rapidly advancing and emerging market economies, in the East African region this has been inadequate in the domestic and foreign competition (Agwu, 2018). The inadequate domestic competition relates to the market dominance by few large companies, the weak enforcement of the policy frameworks, entry regulations and the policies on tax regimes. The foreign competition has been inadequate due to existing trade barriers, which also affects the domestic competition by impeding the access to inputs (Shenkar, 2017)

The East African region has potential benefits and it is vital to strengthen the product competition through the strategic control in competition policy frameworks, enacting competition laws and enforcement agency, openness to the regional trade and foreign direct investment and institution of market reforms to reduce barriers to the market entry and exit (Agwu, 2018). The institution of fiscal policies, tax and procurement systems to ensure the market competition is effective and efficient and prevents distortions in the market. Engagement of the international and global corporations will boost the trade growth and investment chains; this eliminates the anticompetitive practices in the regional trade (Moisander, 2020). South Sudan major trading partners are the neighboring counties in the region, which includes Sudan, Kenya, Uganda, Ethiopia, and partly with the Democratic Republic of Congo (DRC) and the Central African Republic (CAR). The South Sudan is essential in the external trade in the region because of its open economy characterized with the dominant consumers and the capability to diversify the products and services in market (Rolandsen, 2019).

The growth of the dominance is dependent on the country's efforts to better enhance the market structures and pose more competitive advantage especially by ensuring the market security, eliminate criminal activities in the market space, simplifying taxation systems and building up bilateral trade which reduces or eliminates tariffs, import quotas, export restraints and other trade barriers to encourage trade and investment in the region (Agwu, 2018). The strategic plans strengthen trade relations with the instituted regulations and enforcement of the rule of law to which all the countries are accountable (Vancluysen, 2022). From recent studies, the government of South Sudan has counterbalanced its trade with greater divergence in the economy from oil, which has been a substantial export and a country's revenue generation.

The Government currently has agriculture, mining and the services sectors as the focal point to the economic growth of South Sudan with sizeable exports in the region (Luo, 2017). Strategic control is concerned with the critical evaluation of activities, institutions, policies and other factors that determine the current and future performance of a firm and its productivity both in the country and regionally. The capability and competency in productivity achievement and the advancement in technologies that poses a stifling position in competitiveness (Lesutis et al, 2020) can measure the executions of the strategies.

The South Sudan is a new country, which gained its independence on 9th July 2011. Cross-border trade is an important part of the economy of South Sudan. The country shares borders with Sudan, Ethiopia, Kenya, Uganda, the Democratic Republic of the Congo, and the Central African Republic (Rolandsen, 2019). These borders are often porous, and cross-border trade is common. The economic production in the country has been low with many companies competing for both the products and pricing which to an extent are low and non-competitive with the low wages in the country. Informal cross-border trade is estimated to account for 60-80% of South Sudan's total trade (El Zein Badawi, 2020).

Traders who are not formally registered with the government and who do not declare their goods to customs officials often conduct this type of trade (Agwu, 2018). South Sudan has experienced significant political and economic challenges since gaining independence in 2011, including internal conflicts, infrastructural deficiencies, and limited institutional capacity

(Lesutis, 2020). These factors have shaped the business environment and have implications for companies seeking to exercise strategic control and engage in cross-border trade in the region. The influence of strategic control in this context involve understanding and managing the unique challenges and opportunities.

Statement of the Problem

South Sudan, the youngest country in the world, has experienced political instability, ethnic conflicts, and economic challenges since gaining independence in 2011 (Agwu, 2018). The country's economy heavily relies on the export of oil, which has been disrupted by the civil war and other internal conflicts (Nyaba, 2019). To diversify its economy and increase its revenue, the government has promoted cross-border trade with neighboring countries, including Uganda, Kenya, and Ethiopia (NBS, 2018). However, the success of cross-border trade depends on effective strategic control, which includes policies, regulations, and institutions that regulate and monitor trade activities.

Previous research has shown that strategic control is essential for successful cross-border trade in African countries (Wambui, 2019). For instance, a study conducted in Kenya found that the lack of effective border controls led to smuggling and other illegal trade practices, which negatively impacted the country's revenue. Similarly, research from Nigeria revealed that inadequate infrastructure and weak institutions hindered cross-border trade and increased the cost of doing business (Folayan et al., 2019). In Ghana, a study found that the absence of a coherent cross-border trade policy and institutional framework limited the country's ability to leverage regional integration for economic growth. In Uganda, cross-border trade has been hampered by corruption, limited access to finance, and poor infrastructure. In Algeria, the lack of harmonized trade policies and regulations with neighboring countries has made cross-border trade difficult and expensive (Hammoudi & Boukrami, 2017).

The specific focus of this thesis was to explore the influence of strategic control and cross-border trade in Jonglei State, Bor Town Municipality, in the context of these broader regional and international issues (Dacosta & Ahiabor, 2020). Jonglei State is strategically located, bordered by Ethiopia, and has the potential to become a significant trading hub in South Sudan. However, little is known about the effectiveness of strategic control in the state and how it influences cross-border trade. This study sought to address this knowledge gap and provide recommendations for policymakers to improve the strategic control and cross-border trade in South Sudan (Kavuma & Bashaasha, 2018). South Sudan, the youngest country in the world, faces significant challenges in its efforts to diversify its economy and increase its revenue.

The country's economy heavily relies on the export of oil, which has been disrupted by the civil war and other internal conflicts (Kavuma & Bashaasha, 2018). As a result, the government has promoted cross-border trade with neighboring countries as a means to diversify its revenue streams and stimulate economic growth. However, the success of cross-border trade depends on effective strategic control, which includes policies, regulations, and institutions that regulate and monitor trade activities (Matovu, 2017). Previous research has shown that African countries with effective strategic control policies and institutions are more likely to experience positive outcomes in cross-border trade. Conversely, countries with weak or ineffective strategic control systems are more likely to experience challenges such as smuggling, tax evasion, and corruption (Wambui, 2019).

In South Sudan, cross-border trade has been identified as a critical sector with significant potential to contribute to the country's economic development (Matovu, 2017). 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 (NBS, 2018). However, despite these efforts, cross-border trade in South Sudan faces several challenges. These include weak institutional capacity, inadequate infrastructure, and limited resources for implementing trade policies and regulations. The lack of effective strategic control in South Sudan's cross-border trade has resulted in illegal trade practices, such as smuggling.

This thesis focused on the influence of strategic control and cross-border trade in Jonglei State, Bor Town Municipality, South Sudan, in the context of these broader regional and international issues. Jonglei State is strategically located, bordered by Ethiopia and has the potential to become a significant trading hub in South Sudan. However, little is known about the effectiveness of strategic control in the state and how it impacts cross-border trade. Therefore, this study aimed to investigate the Influence of strategic control and cross border trade in South Sudan. a case of Jonglei state, Bor town municipality. While previous research has highlighted the importance of strategic control for successful cross-border trade, little research has been done specifically 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.

Theoretical Framework

According to Resource-Based View of the firm, a company's capacity to efficiently use its resources and capabilities gives it a competitive advantage (Wernerfelt, 1984). Thus, if a firm is able to effectively control its sales force, this could potentially lead to increased cross border trade as the firm would be able to better utilize its resources to facilitate trade (Armstrong & Shimizu, 2007). The Resource-Based View theory supports the effects of Optimization of sales control strategies on cross-border trade in South Sudan. The theory suggests that firms that have a competitive advantage in terms of their resources and capabilities are more likely to be successful in international markets (Barney, 2001). Thus, firms that have a well-trained and effective Optimization of sales are more likely to be successful in cross-border trade.

The Resource-Based View theory posits that a company's resources and capabilities are the primary determinant of its competitiveness and profitability (Wernerfelt, 1995). This theory supports the idea that Optimization of strategic control strategies can have a significant impact on cross-border trade. Specifically, if a company has a well-trained and effective sales force, it will be better able to sell its products and services in foreign markets (Lockett et. al., 2009). Additionally, a company with a strong Optimization of strategic control strategies will be better able to negotiate favorable terms with suppliers and partners, which can lead to lower costs and higher profits.

The Resource-Based View theory supports the idea that optimization of strategic control strategies can have a positive impact on cross-border trade. By controlling the sales force, a firm can better utilize its resources and capabilities to gain a competitive advantage (Armstrong & Shimizu, 2007). This can lead to increased cross-border trade and higher profits for the firm. This theory would support the idea that Optimization of strategic control strategies can have an impact on cross-border trade and investment (Hart, 1995). Specifically, if a firm has a unique Optimization of strategic control that is able to effectively sell its products and services in foreign markets, this could give the firm a competitive advantage and lead to increased trade and investment.

The Resource-Based View theory was highly relevant to the study of the implications of strategic control and cross-border trade. Specifically, this theory can help us understand how a firm's resources and capabilities impact its ability to engage in cross-border trade and successfully implement strategic control (Armstrong & Shimizu, 2007). For example, a firm with strong brand reputation and innovative technology may be better positioned to enter new markets and establish a strong presence in a foreign country. This is because the firm's unique resources and capabilities give it a competitive advantage over local firms, making it easier to penetrate the market and gain market share (Boxall, 1996).

Similarly, the Resource-Based View theory can also help us understand how a firm's resources and capabilities impact its ability to implement strategic control (Clulow et. al. 2007). Strategic control refers to the ability of a firm to direct and coordinate its operations in a way that supports its strategic objectives. A firm with strong internal resources and capabilities may be better positioned to implement strategic control and achieve its goals, while a firm with weaker resources and capabilities may struggle to do so (Miller, & Shamsie, 1996).

Premise Control on Cross Border Trade

Premise control plays a crucial role in managing and optimizing cross-border trade activities (Hadrian, 2018). By focusing on evaluating the assumptions and premises underlying an organization's strategic plans, premise control ensures that the strategic direction remains relevant and effective in the context of cross-border trade (Lesutis, 2020). To effectively implement premise control in cross-border trade, it is essential to have a clear understanding of the target market and its specific needs. This understanding allows businesses to tailor their sales strategies to meet the demands of customers in different countries. Market research, including analyzing market trends, customer preferences, and competitor activities, becomes crucial in validating the assumptions and premises of the cross-border trade strategy (Lassas, 2021).

In the context of South Sudan, it is important for businesses engaging in cross-border trade to be aware of the rules and regulations governing such activities (Luo, & Shenkar, 2017). Compliance with international trade regulations, customs requirements, and documentation procedures is essential to ensure smooth operations by understanding and adhering to the legal and regulatory frameworks, businesses can avoid potential problems and mitigate risks associated with cross-border trade. Developing a comprehensive plan is vital to optimize premise control in cross-border trade. This plan should outline the goals and objectives of the cross-border trade strategy and provide a road map for achieving them (Manzi, & Morrison, 2018). By clearly defining the strategic direction, businesses can align their activities and ensure that all stakeholders are working towards a common goal.

Potential challenges may arise during cross-border trade, such as language barriers, cultural differences, or logistical issues (Moisander & Valtonen, 2020). Having contingency plans in place to address these challenges is crucial. By anticipating potential problems and having strategies to mitigate them, businesses can minimize disruptions and maintain efficient cross-border trade operations. Implementing premise control in cross-border trade can bring several benefits (Rolandsen, 2019).

By centralizing control over sales operations and activities, businesses can monitor and optimize sales performance across borders. This enables better coordination and efficiency in managing sales teams engaged in cross-border trade. Additionally, premise control can help reduce costs associated with managing sales operations in multiple countries (Segev, & Lavi, 2019). By standardizing processes and procedures for sales representatives, businesses can achieve greater efficiency and effectiveness in their sales efforts. Proper training and knowledge transfer ensure that sales representatives are equipped with the necessary skills to successfully engage in cross-border trade.

Furthermore, premise control ensures that cross-border trade is conducted transparently and fairly (Solanke, & Rajagopalan, 2020). By providing guidelines and procedures, businesses can maintain ethical practices and adhere to international standards. This fosters trust among customers and stakeholders, contributing to long-term relationships and sustainable cross-border trade. Premise control is a crucial aspect of strategic control in the context of cross-border trade in Jonglei State, Bor Town Municipality, and South Sudan (Younas & Younas, 2020). By evaluating and validating the assumptions and premises underlying the cross-border trade strategy, businesses can optimize their operations, comply with regulations, and effectively engage in international trade. Implementing premise control measures, such as market research, compliance with regulations, contingency planning, and standardized procedures, enables businesses to navigate the complexities of cross-border trade and maximize opportunities for growth and success (Vancluysen, 2022).

Research Methodology

Research Design

A research design serves as a blueprint or structure for conducting a study, encompassing a series of protocols for gathering and examining data. It outlines the framework and approach that a researcher employs to investigate questions and test hypotheses. In this study, a descriptive survey was employed to obtain comprehensive insights from the employees of Bor town municipality Jonglei State. The objective was to comprehend the traders' viewpoints on customs procedures, evaluate their comprehension of customs clearance processes, and determine any potential impact on their trading activities.

Study Population

The target population refers to the specific group of individuals that a researcher aims to investigate in a research study. In this particular study, the target population consisted of the employees working in Bor town municipality Jonglei State. The employee included full- and part-time municipal employees, elected officials, volunteers, and consultants. Based on the latest available data, there were a total of 158 employees in Bor town municipality Jonglei State.

Sample Size and Procedures

In this study, the simple random sampling technique was utilized to select a specific number of employees from the Bor town municipality Jonglei State, ensuring a fair and unbiased representation. In general, having a larger sample size is preferable as it leads to more reliable outcomes. However, there are practical limitations that researchers must consider, which may restrict the size of the sample. Balancing the need for a large sample size with other study constraints is crucial. In this particular study, a sample of sixty-one employees from the Bor town municipality Jonglei State were used, and data was collected through a questionnaire. 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%.

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

$$\boldsymbol{n = 61.0}$$

Data Collection and Analysis

In this study, quantitative data was gathered through a self-administered questionnaire distributed to the designated participants. As stated by Ngechu (2003), questionnaires are a cost-effective and time-efficient means of analysis compared to open-ended responses. By selecting a questionnaire as the data collection instrument, the aim was to optimize resources and efficiency while obtaining a substantial dataset, as highlighted by Moser and Kalton (1996).

According to Omosa (2007), data collection involves the gathering of information from selected research participants. In this study, the primary data collection method involved the use of questionnaires containing both structured and unstructured questions. These questionnaires were personally delivered by the researcher to the participants, who were asked to complete them independently. The researcher maintained an active role throughout the data collection process by following up with the participants, closely monitoring the questionnaire administration, and addressing any concerns or issues that emerged to ensure a smooth and reliable data collection process.

After receiving the completed questionnaires, they were carefully reviewed for completeness and consistency. Subsequently, the data was coded to facilitate grouping of the responses into different categories. Specifically, the data obtained from the structured questions underwent coding, editing, and entry into the Microsoft Excel Office application for further analysis. The analysis involved presenting the data using frequency tables accompanied by explanations. To explore the relationship between the variables, the researcher utilized Karl Pearson's coefficient of correlation. This statistical measure aided in assessing the strength of the relationship between the dependent and independent variables. In this study, the chosen regression analysis model was as follows:

$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$ Where,

Y= Cross Border Trade

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

Research Findings and Discussions

Premise Control

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 1.

Table 1. Extent of Agreement on Premise Control on Cross-Border Trade

Opinion	Mean	Std. Dev
Compliance level with trade regulations significantly influences the effectiveness of cross-border trade operations in Jonglei State	4.213	0.220
Efficient customs clearance processes positively contribute to the success of cross-border trade activities in Jonglei State	4.464	0.213
Adequate security measures at premises involved in cross-border trade enhance protection against illicit activities and ensure safe operations in Jonglei State.	3.924	0.173
Accurate and complete trade documentation is crucial for smooth cross-border transactions in Jonglei State.	3.809	0.170
Well-maintained infrastructure and facilities support the efficient flow of goods and services in cross-border trade operations in Jonglei State.	3.719	0.132
Effective inventory management systems optimize stock levels and reduce the risk of stockouts or excess inventory in cross-border trade in Jonglei State.	3.912	0.126
Reliable and transparent supply chain processes enhance premise control in cross-border trade activities in Jonglei State.	3.882	0.219
Proper handling and storage of goods at premises involved in cross-border trade ensure product quality and customer satisfaction in Jonglei State	3.702	0.197

Source: Field Data 2024

From the findings the respondents agreed that efficient customs clearance processes positively contribute to the success of cross-border trade activities in Jonglei State (mean=4.464), followed by compliance level with trade regulations significantly influences the effectiveness of cross-border trade operations in Jonglei State (mean=4.213), adequate security measures at premises involved in cross-border trade enhance protection against illicit activities and ensure safe operations in Jonglei State (mean=3.924), effective inventory management systems optimize stock levels and reduce the risk of stockouts or excess inventory in cross-border trade in Jonglei State (mean=3.912), reliable and transparent supply chain processes enhance premise control in cross-border trade activities in Jonglei State (mean=3.882), accurate and complete trade documentation is crucial for smooth cross-border transactions in Jonglei State (mean=3.809), well-maintained infrastructure and facilities support the efficient flow of goods and services in cross-border trade operations in Jonglei State (mean=3.719), and proper handling and storage of goods at premises involved in cross-border trade ensure product quality and customer satisfaction in Jonglei State (mean=3.702). This shows that efficient customs clearance processes positively contribute to the success of cross-border trade activities in Jonglei State.

Regression Analysis

The study employed multiple regression analysis to find the relationship between the predictor factors and cross-border trade in the state of Jonglei. Regression statistics were produced by the study using SPSS version 24, which was used to clean and code field data. The explanation of how changes in the independent variables can account for variations in the dependent variable was provided by the coefficient of determination.

Model Summary

The model summary of the correlation between the predictor variables and cross-border trade in Jonglei State is presented in the table below. The findings are as shown in table 2.

Table 2. 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

Source: Field Data 2024

a. Predictors: (Constant), Premise Control, Surveillance Control, Implementation Control, and Financial Control.
b. Dependent Variable: Cross Border Trade in Jonglei State
According to the table's data, the independent variable in the model accounts for 79.2% of the discrepancy in cross-border trade in Jonglei State (R2=0.792). It is clear from the results in the above table that the model is reliable and suitable for use in estimating.

ANOVA Results

The ANOVA results for the correlation between the predictor variables and cross-border trade in Jonglei State are shown in the table below. The results are displayed in table 3.

Table 3. ANOVA of the Regression

Model		Sum of 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**			

Source: Field Data 2024

a. Predictors: (Constant), Premise Control, Surveillance Control, Implementation Control, and Financial Control.
b. Dependent Variable: Cross Border Trade in Jonglei State
The significance value is 0.002, which is less than 0.05 and thus the model is statistically significant in predicting how the factors (premise control, surveillance control, implementation control, and financial control) impact the cross-border trade in Jonglei State. The F critical at 5% level of significance was 3.123. Since F calculated is greater than the F critical (value = 25.185), this shows that the overall model was significant.

Coefficient of Determination
The table below provides the coefficient of determination on the relationship between the predictor variables and the cross-border trade in Jonglei State. The findings are as shown in table 4.

Table 4. Coefficient of Determination

	Unstandardized Coefficients		Standardized 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

Source: Field Data 2024

Simple regression analysis was performed to ascertain the level of cross-border trade in the state of Jonglei. According to the table created by SPSS the following regression equation was obtained.

$(\mathbf{Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon})$

Becomes:

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

From the regression taking the independent variable at constant (premise control, surveillance control, implementation control, and financial control) constant at zero, cross border trade in Jonglei State was 0.289. A unit increase in premise control will result in a 0.319 increase in cross-border trade in Jonglei State; a unit increase in surveillance control will result in a 0.287 increase in cross-border trade in Jonglei State; a unit increase in implementation control will result in a 0.245 increase in cross-border trade in Jonglei State; and a unit increase in financial control will result in a 0.229 increase in cross-border trade in Jonglei State, according to the data findings analyzed. Furthermore, assuming all other independent variables are set at zero. This suggests that in Jonglei State, premise control and surveillance control have the greatest contributions to cross-border trade. At 5% level of significance and 95% level of confidence, premise control, surveillance control, implementation control, and financial control were all significant on cross border trade in Jonglei State.

Correlation Analysis

Correlational analysis employing Pearson's product moment approach was conducted to determine the relationship between strategic control and cross border trade in Jonglei State. Results of the correlation are presented in Table 5.

Table 5. 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
	N	50	50
Strategic Control	Pearson Correlation	.767**	1
	Sig. (2-tailed)	.000	
	N	50	50

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

Source: Field Data 2024

The results in Table 4.13 shows that there is a significant positive relationship between strategic control and cross border trade in Jonglei State (r = 0.767). This implies that there is a very strong association between strategic control and cross border trade in Jonglei State which is significant.

Conclusion

The study concluded that efficient customs clearance processes positively contribute to the success of trade activities in Jonglei State and 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.

Recommendations

The study recommends that in order to encourage cross-border traders' efforts, governments should coordinate their policies to achieve effective trade integration. Facilitating and promoting policy creation processes is crucial, as is ensuring that the Customs Union regularly monitors their implementation. Policymakers will be better able to assist their own economic empowerment and strengthen their position as a major player in regional trade activities if they incorporate cross-border commerce into their vision.

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