

The Roles of Service Leadership in South Sudan transitional Governance and Institutional Performances

Miyar Ezekiel De'Nyok & Maxwell Adea

Abstract

This review paper presents a conceptual framework and analysis of strategy approaches to transitioning states, focusing on the case of South Sudan. The proposed framework encompasses service leadership, institutional performance, transitional governance, and transitional reforms, emphasizing their interrelationships and significance in facilitating effective transitions. Service leadership, characterized by principles such as trustworthiness and stewardship, plays a crucial role in creating awareness, persuasion, and conceptualization. Institutional performance, including factors like human capital and accountability, is essential for evaluating and improving the delivery of public services during transitions. Transitional governance involves processes and structures that enable the reconfiguration of governance roles and practices, guided by principles such as the rule of law and transparency. Transitional reforms, including peace agreements and governance enhancements, aim to reconstruct socio-economic development and enhance governance. Despite progress, challenges such as systemic vulnerabilities and political fragility persist, hindering the implementation of transitional government targets in South Sudan. The paper concludes by recommending consensus-building, prioritization of governance reforms, and finalization of a permanent constitution to address challenges and improve transitional governance.



IJSB

Review paper

Accepted xx Month 2024

Published xx Month 2024

DOI: 10.58970/IJSB.2320

ISSN: 2520-4750 (Online) 2521-3040 (Print)



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Keywords: *Service Leadership, Transitional Governance, Institutional Performances, Systemic Vulnerabilities, Theories, Reconstitutionalizing Conflict, and Transitioning State Conceptual Framework.*

About Author (s)

Miyar Ezekiel De'Nyok (Ph.D.), Assistant Professor in the School of Business Administration and Management (SBAM), University of Juba, Juba, South Sudan.

Maxwell Adea (Corresponding author), Professor of Research Methodology at Ayii University in Juba and visiting Professor of Starford University and Supervisor and Examiner of Doctor of Philosophy Candidates at the University of Juba, South Sudan.

1. Introduction

The outgrowing of *service leadership* has a significant role in shaping the transitioning institutions from political fragility to politically stable, secure, and vibrant institutions aiming at deliverable services (Hoshmand and Chung, 2021). This outgrowing service leadership need is characterized by changing the mindset to engaging, empowering, designing, processing, strategizing and planning the transitioning institution goalsetting resilience and effective performance (McDonald et al., 2020). Hoshmand and Chung (2021) argues that service leadership is anchored on competencies, abilities and willingness to change the social, economic, and political mindsets. The author contends that service leadership is bonded by collective responsibilities and wisdom to understand the intelligence, perceptiveness, spirituality and shrewdness of leading the public service delivery institution.

Therefore, the definition of service leadership has underscored several debates on how best service leadership is to overcome the challenges of transitioning institutions from political fragility to state stability. White, 2022; Hoshmand and Chung (2021) explain that the ideological conception of Service Leadership is grounded on the public service competent human resources, socio-economic development and institutional change combined with the Maslow's theory of human need hierarchies. The focus on delivering services is geared toward the prioritization of individual needs, focused orientation and interests. The prioritization of public services has challenging parameters going beyond the routine of planning, strategizing, empowering and engendering the business re-engineering processes to achieve the mindset of a political transition to a stabilized political environment (Aboramadan et al., 2021). Service leadership underscore significant and refutable parameters in engaging and empowering institutions and its human capital, meeting the need for public services at individual prioritized interests.

Aboramadan et al. (2021) also stress that Service leadership is characterized by humility, stewardship, integrity, authenticity and social accountability. The cognitive and behavioural attributes of humility and social accountability assert more parameters for defining service leadership as the core transitional pillars for moving from political fragility to a stable, secure, and resilient political environment (De'Nyok, 2023). The requirements to deliver service leadership resonate with utilizing customized innovations that transform how services are delivered efficiently and effectively. The transition from a fragmented institution to a stabilized state, the transitioning pathway requires service leadership, transitional governance, and institutional performance. Service leadership, transitional governance, and institutional performance act as cushions and shock absorbers to transcend security, electoral reforms, and service innovations (Tulder et al., 2018). During a political transition, the principals of a political transitioning governance are bonded by a peace agreement that requires the delivering and performing all the primary services needed as peace dividends. Service delivery is tailored through implementing peace agreement clauses and interpreting the agreed policy performances (De'Nyok, 2023).

The study on transitional governance postulates the importance of impactful parameters linking service leadership and institutional performance. Hence, it is imperative to define transitional governance. Tulder et al., (2018) defines *transitional governance* as "the innovation of processes and structures of governance that enable societal actors to reconfigure and reconstitute governance roles and practices vis-à-vis each other and the system". The authors assert that transitional governance has interconnective dimensions, marrying the confluence such as norms, rules and laws interpretation, supporting the institutional performance and service leadership operational goals. For instance, transitional governance has diverse

stakeholders, including public, private, and non-state actors (Tulder et al., 2018). These stakeholders are the pillars for implementing service leadership operative goals and institutional performance benchmarks. Therefore, reconfiguring the transitioning fragile state through transitional governance requires the positioning of resilient Service Leadership and institutional performance. As a result of the transitional governance leading the public service delivery and social change in a globalized economy, Service Leadership and institutional performance become drivers to play enormous roles (Tshering and Zangmo, 2022; Vliet, 2022). Public service delivery's role is achieved through a bottom-up approach helmed by socio-economic improvement and quality service increment (Caicedo et al., 2022).

The improvement of quality service delivery is justified by the performance of the institution reciprocating the responsiveness, effectiveness and efficiency in meeting the agreed policy performance benchmarks. In furtherance to institutional performance, several scholars have provided discourses. The discourses infinitively defined *institutional performance* as the concept of formulating, implementing, regulating and planning "public-sector activities and private provision of goods for the public" (Letki, 2017). This definition of institutional performance brings the idea of government maintaining the legitimacy, capacity and authority to supervise the delivery of service for the citizens, which links responsiveness, accountability, and reciprocity to public service delivery as the core for human centricity to develop social capital deployment (De'Nyok, 2023). Noticeably, OECD (2019) upholds that institutional performance is a central pillar that strengthens the "innovation strategies" for achieving "economic performance, investment in infrastructures, public service innovation and public policies".

This discourse indicates that institutional performance is crucial in supporting the Service Leadership as the actor to implement policies and transitional governance that provides policies for guiding the operation of public service delivery (Caicedo et al., 2022). In addition, Vabulas and Lall, (2023) agrees that "micro-foundational incentives" for the state are effective institutional performance through investing in policy, and the author also stresses that the role of bureaucrats in public services enhances Service Leadership in the transitional governance. States transitioning from political fragility to political stability are ubiquitously faced with numerous systemic vulnerabilities during the transitional periods. The challenges of implementing a peace agreement are typically impeded by systemic vulnerabilities such as broad coalition among the parties implementing the agreement, resource constraints that are expected to facilitate the implementation of essential reforms, and external multilateral threats, specifically partners' interests in the brokered peace treaty (Rettberg & Dupont, 2023).

What exactly is systemic vulnerability?

Systemic vulnerability is "a concept in the political economy of development which refers to conditions that tend to make a state more effective in promoting development" (Doner & Ritchie, 2005). The authors refer to systemic vulnerability as the coalition of the principal governing the transitional government. Most transitioning states' expectations are characterized by initiating political reforms, building social and physical infrastructures, enhancing economic development, and strengthening institutional performance (Karaogoeze, 2020; Singh & Ovadia, 2018). In relation to service leadership, transitional governance, and institutional performance, South Sudan's service innovation and infrastructural installation remain unsatisfactory, as indicated by the Millennium Development Goals (MDGs) statistical index on poverty, education, child, and maternal mortality rate (MDGs, 2007). These unsatisfactory performances and deficiencies in service innovation have been a lack of

opportunities to build infrastructures such as roads and bridges, hospitals, schools, energy and water infrastructures; improve education and health services; uplift people from extreme poverty -which is the impact of poor socio-economic ineffective performance and productivity.

The ineffectiveness of delivering and innovating service as per the MDGs and Sustainable Development Goals (SDGs) described the need for more service leadership in transitional governance. South Sudan reveals numerous debates on barriers that have impeded service innovation implementation in the political and socio-economic transitional governance. The historiographical literature illustrates that scholars have done their best to highlight the issues of South Sudan's post-conflict dimensions, which have been surrounded by many detrimental factors (Price, & Orrnert, 2017). Categorically, South Sudan is ranked as one of the least developed countries globally. Most people subsist on farming production, with 80 per cent of the "population living in the rural areas" (World Factbook, 2021). Subsistence production is only a means to earn a meagre livelihood that unsatisfactorily improves living standards for people living under abject poverty. Although South Sudan supported its budget with 98 per cent of oil revenues, this reliance on oil production has shortfalls. It needs to supplement the cost of innovating social services and infrastructure installations.

The economy still needs to improve in the Gross Domestic Product (GDP) as it is presently affected by over 100 per cent inflation of the hard currency rate (World Factbook, 2021). To conclude the introduction, South Sudan service leadership is undermined by the insufficient interpretation of policy performance, weak governance capacity and polarization of elites implementing the peace accord (Atiku et al., 2023, and De'Nyok, 2023). The discourse on service leadership evaluates transitional governance and institutional performance in its relevance to the current transitional government. Finally, but not the least, the study aims to provide an understanding of interpretative approaches to service leadership, transitional governance, and systemic vulnerabilities. The research methodology utilizes qualitative desk review literature on service leadership and governance, leadership theories, and provides recommendations.

2. Method

As this is a review paper synthesizing existing literature, there is no specific methodology section detailing data collection or analysis procedures. Instead, the methodological approach involves conducting a comprehensive review of relevant literature from academic journals, books, reports, and other scholarly sources. The review process includes searching databases using specific keywords related to service leadership, institutional performance, transitional governance, and transitional reforms, as well as South Sudan's political context. Articles and documents that provide insights into the conceptual frameworks, theoretical perspectives, empirical studies, case analyses, and practical implications of service leadership and institutional performance in transitional governance are selected for inclusion. The review follows a systematic approach to identify key themes, trends, and gaps in the literature. Data synthesis involves organizing and summarizing findings from the selected sources to develop a coherent narrative that addresses the objectives of the review. The methodological rigor of the review process is ensured through careful selection of sources, critical appraisal of their relevance and quality, and transparent reporting of the review findings. The review adheres to established guidelines for conducting literature reviews and synthesizing evidence to produce credible and insightful interpretations of the literature on service leadership, institutional performance, and transitional governance.

3. Literature Review

The study on South Sudan's transitional governance and service leadership deliverable measures are inexhaustibly discussed by various authors and non-actors. These deliverable service innovations primarily measured transitional governance and institutional performance during transitioning episodes. The literature deeply explores the roles of service leadership in transitional governance and institutional performance, theories of approaches to service leadership, transitional governance and institutional performance, and conceptual framework strategy approaches to transitioning state. The literature discourse on service leadership, transitional governance, institutional performance, and conceptual framework on transitioning states brings to the surface a substantiated understanding of service leadership's influence on building political stability. Each section is discussed as follows:

3.1 The Roles of Service Leadership in Transitional Governance and Institutional Performance

The ideological conception of service leadership is grounded on the public service competent human resources, socio-economic development and institutional change (Hoshmand and Chung, 2021). The focus on delivering services is geared toward the prioritization of individual needs, focused orientation and interests. Prioritizing public services has challenging variables beyond the routine of planning, strategizing, empowering and engendering the business re-engineering processes to achieve the mindset of a political transition to a stabilized political environment (Aboramadan et al., 2021). Service leadership is paramount in leading and deciding on the willingness and needfulness of resources and services satisfying the routine dairies of service leaders (Greenleaf, 2023). For instance, South Sudan peace agreements prioritized services as peace dividends. The prioritization of public service delivery is the path to a smooth political transition and governance (Rettberg & Dupont, 2023). South Sudan's transitional governance is the shutter to building state development, such as social and material infrastructures (Singh & Ovadia, 2018).

Developing social and material infrastructures involves the competence of human resources to deliver governance, services and socio-economic development (The Human Capital Hub, 2023). However, South Sudan's transitional governance and state institutional performance have been challenged by the need for more resources to implement the 2018 peace agreement smoothly. The principal parties to the agreements have been bogged down by conflicts of interest and the upholding of political barriers to the coalition that systemically result in the vulnerabilities of peace implementation through service leadership and institutional functionality (El-Araby & Ayaad, 2020). In addition, the prevalence of inter-communal violence, food insecurity and humanitarian disaster combined lead to the systemic multibarrier dilemmas in implementing the Agreement on the Resolution of Conflict in the Republic South Sudan (ARCRSS) (The Center for Preventive Conflict Tracker, 2023). Notwithstanding, South Sudan's transitional governance and institutional performance are the standardized benchmarks to the settlement of the stalemate constitution-making process that would totally deliver service, transform polarized electoral culture, and establish inclusive governance. In principle, the introduction and integration of transitional governance into a fragmented state always begins with peace agreement trust built on the consensual platform during the conflict resolution (De'Nyok, 2023). For instance, South Sudan's pathway integration of governance benchmarks and constituent power policies are adopted from the ARCRSS-2018 peace agreement drafted constitution justly realized by the disputing parties seeking conflict resolution (de Groof, 2019).

These sets of governance benchmark-constituent powers inculcate the restructuring of institutional structures and willingness to reconstitutionalize the state constitutional building initiative (Bell, 2023). de Groof (2019) argues that state reconstitutionalization is "state when its constitution and institutions are overhauled in response to conflict and increasingly 'mere' violent social crisis". By responding to institutional crises and violent social upheavals, the author implies that peace consensus is built by redefining a new political fragmentation or devolution of political constituent powers to restructure inclusive governance to avert the conflict. For example, reconstitutionalizing the conflict through statecraft and constitution-making is an excellent pathway to addressing violent state and political fragility. Transitional governance aims to end the state's fragmented institution and introduce everlasting peace by reshaping political sovereignty and legal legitimization (Bell, 2023).

For instance, ARCRSS -2018 has captured that norming, forming, and governing part of reconstitutionalizing the transition government through the adopted peace agreement transitional constitution. The principal parties to the ARCRSS are now working toward achieving and establishing a permanent constitution as provided in the Agreement (IGAD, 2018). In summation, transitional governance and institutional performance are the pathways to transforming a fragmented state and strengthening state governance, local and national public administration, and civil servant policies (Braam et al., 2021). Increasingly, South Sudan's transitional governance challenges are gargantuan and need citizenry education and state governance empowerment through sound policies involving social and mutual accountability, inclusive legal legitimization, capacity to deliver service, and autonomy to govern effectively and effectively. In addition, state-building and consensual understanding are the primary pillars of service leadership, transitional governance and institutional performance (Linner & Wibek, 2019).

3.2 Theories Approaches to Service Leadership, Transitional Governance and Institutional Performance

Approaching service delivery through transitional governance, institutional performance is evaluated based on social contract leaders -delivering services through public consensus agreement or elected representatives to govern and make decisions on behalf of citizens; and institutional performance -public civil servants - delivering services based on the competence and capacity to implement social, political, economic, and environmental services rightly (Dean, 2016; b Esmark, 2009). However, public consensus and electoral approaches are minimally applied to transitional governments and fragile political states because Elites with varying political differences form the transitional government; thus, transitional governments like ARCRSS (South Sudan) care much less about delivering service than struggling to meet their political confidence and legal legitimization (Bell, 2023). To contextualize the discourse of social contract theory, Thomas Hobbes contends that "man's life in the state of nature" in which man "voluntarily surrendered all their rights and freedoms to some authority by this contract who must command obedience" (Lasker, 2013). Hobbes illustrates that the legality of social contract comes from man having the desire for self-preservation and protection. This illustration of legality for sovereignty gives "citizens a right and authority" for freedom to discourage "individualism, materialism, utilitarianism and absolutism" (De'Nyok, 2023).

The sovereignty argument assumes how the social contract is applied to a political transition by setting up a transitional government of national unity negotiated through a peace agreement by the constituents' power elites and accepted unanimously by the citizens until the electoral and constitutional process is amicably settled. Forming a transitional government is a substitute for a social contract to leverage governance and servant leadership to perform and

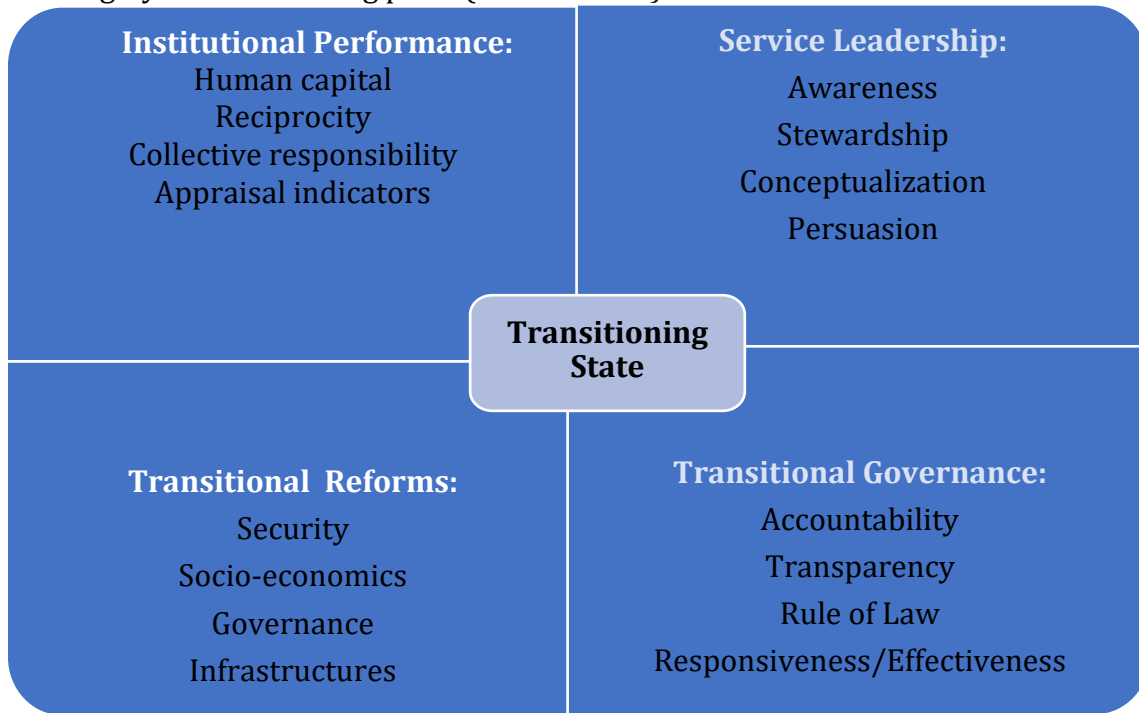
deliver the service outlined in the peace agreement (Linner & Wibek, 2019). The social contract is an ideal concept of isomorphism, which is a concept where a transitional government is formed to adjust its political organization or fragility into a peacefully political settlement by having social fabrics such as: the capacity to establish laws & orders, and policies; normative fabric to introduce social life values and norms; cognitive fabric to provide an interactive environment for legislative actors (Yuga & Anas, 2020). Therefore, South Sudan's transitional governance and institutional performance have been characterized by weak institutions and governance due to the polarization of political elites determining the service leadership capacity, legitimacy and autonomy to provide service (Atiku et al., 2023). In furtherance to service leadership and transitional governance approaches, it is imperative that evaluating institutional performance theory discourse on service delivery in a post-political transition extrapolate the capacity, legitimacy and functionality of a post-conflict South Sudan transitional government role in public service delivery.

Lammar and Garcia (2017) elaborate that institutional performance is the structural and functional bridge to socially, politically and economically vibrant institutions or organizations that functionally execute public service, rationalize external environmental inhibitors, attenuate consciousness of citizen social life adversities, and gain legitimacy, autonomy, and capacity to subdue its responsibilities and legislations. Lammar and Garcia's elaboration on institutional performance captures actors' roles, such as policy practitioners, implementing and legislating service in various institutions. Therefore, interpreting policies, laws, and orders forms ecosystem fabrics that define institutional performance. Performance theory discourse explicitly applies to transitional governance and service leadership because it supports the structuralism and functionalism facets by delivering service and innovation through the organization or stakeholders of a transitional authority and executing citizenry views, social, legal, and economic development (Yuga & Anas, 2020). Performance theory is also echoed by Brower and Dacin (2020) as "corporate social performance", which adds a robust argument to the idea of structuralism and functionalism facet for an institution to provide services and innovation for its public citizens. Corporate social performance has varying components. Hence, to actualize institutional performance in a transitional government, the institution performing services and innovation must demonstrate the existence of human resource capital, professional policy practitioners, and infrastructures to operate (De'Nyok, 2023).

To conclude, social contract theory explains how the political transition assumes sovereignty for citizens to have the feeling of government accounting for social, economic, political and environmental resilience in providing governance and resources to address the dire need for social development and infrastructural facilities (Friend, 2023). The functions of governance assumed by social contract leaders are contradicted by elitism, polarization of political confidence, and legal legitimization intended by transitional political leaders. These elitism polarizations contribute to the limitation of delivering social services and building infrastructural facilities (BTI, 2022). Nevertheless, citizens of any transitional government are limited by the post-political leaders because the latest assume the power through a negotiated peace agreement based on the top-down resolution to resolve a political fragility to political stability. The critique of institutional performance in post-transitional South Sudan expresses minimal satisfaction with service leadership. For instance, statistics show that "75% of the population suffer from malnutrition and famine" (BTI, 2022). This ineffectiveness in delivering service leadership is portrayed by transverse communal violences and pockets of rebels around the country (Jundi, 2023).

3.3 Conceptual Framework of Strategy Approaches to Transitioning State

The below is a proposed conceptual framework and its interrelationship is discussed thoroughly in the following parts (3.3.1 to 3.3.4).



3.3.1 Service Leadership

Service leadership is characterized by six service delivery value principles: trustworthiness, respect, responsibility, fairness, caring, and citizenship (Greenleaf, 2023). These characterizations of service fulfil the desired quality of a servant leader, being upright, shouldering the responsibility and citizenship roles to build community, and providing a commitment to the growth of people (Spears, 2010). The argument built by Spears (2010) and Greenleaf (2023) observe that service leadership roles are anchored on creating awareness, persuasion, conceptualization, and stewardship. These roles are entwined as captured in the proposed conceptual framework of this study. Each of the roles is defined as follows:

Awareness -is an important role that provides a servant-leader with an understanding of “issues involving ethics, power, and values” (Spears, 2010). Thus, understanding ethics, power and societal values enhanced social and responsible leadership to a broad-based service innovation for the effectiveness and social accountability to prevail as norms and regulatory policies.

Persuasion – is an artistic role of a servant leader to have the resilience to convince others by building consensus with the peers. Persuasion is a powerful tool in leadership decision-making, especially when making a decision that is debatable by oppositional leaders. Persuasion provides an excellent space that discourages positional leadership decisions and eliminates the authoritarian model of top-down leadership (Greenleaf, 2023).

Conceptualization -is an innate nurturing ability to perceptualize the issues and strengths to provide solutions. Conceptualization helps anticipate the issues that need attention before implementing any service delivery and innovation. For instance, many organizations utilize conceptualization by thinking ahead and analyzing anticipatory problems. Therefore, “Servant leaders are called to seek a delicate balance between conceptual thinking and a day-to-day operational approach” (Spears, 2010).

Stewardship – is defined as “holding something in trust for another” (Block, 1993). This definition illustrates that service leadership hold institution practitioners accountable to

deliver service holistically with trust and confidence. Stewardship assumes that institution professionals are committed to serving the needs of others through openness and persuasion (Greenleaf, 2023).

3.3.2 Institutional Performance

Several scholars have provided broad discourses on institutional performance as the concept of formulating, implementing, regulating and planning "public-sector activities and private provision of goods and services for the public" (Letki, 2017). The concept of institutional performance brings the idea of government maintaining the legitimacy, capacity and authority to supervise the delivery of service for the citizens, which links responsiveness, accountability, and reciprocity to public service delivery as the core for human centricity to develop social capital deployment (Bevir, 2004). OECD (2019) explains that institutional performance is a central pillar that strengthens the "innovation strategies" for achieving "economic performance, investment in infrastructures, public service innovation and public policies". This illustration indicates that institutional performance is significant in supporting the service leadership as the actor to implement policies and guidelines for the operation of public service delivery (Caicedo et al., 2022). Therefore, the proposed conceptual framework highlights the concepts of human capital, reciprocity, collective responsibility, and institutional appraisals. Each concept is defined as follows:

Human capital is the concept of perceiving the existence of human resources' capabilities, knowledge, and skills and investing experience in an institution to operate and deliver effectively (The Human Capital Hub, 2023). Investing in experienced human resources strengthens an institution's ability to perform and excel in human capital and service leadership.

Reciprocity – is an altruistic desire to give back to the society or institution service through social corporate responsibility (Bosse et al., 2009). For example, the institutions are designed to develop and deliver services based on the public needs. Thus, reciprocity acts like an engine to ignite social corporate responsibility with a calibrated impact.

Collective responsibility -is an act whereby an institution upholds and accounts for the decisions and actions of government to be holistic and paramount to the needfulness of public services (Zodgekar, 2019). Collective responsibility justifies the authority decision because of the accountability and joint legal regulation; thus, it promotes service leadership and institutional performance.

Appraisal indicators are an innovative method of evaluating the strengths and weaknesses of an institution in performing the social, economic, political, and public responsibilities in terms of providing service leadership (Letki, 2017). Institutional performance appraisals are crucial benchmarks building blocks for service leadership's decision-making process.

3.3.3 Transitional Governance

Transitional governance is a process and structure that enable societal actors to reconfigure and reconstitute governance roles and practices (Tulder et al., 2018). These processes and structures demonstrate that transitional governance has interconnective dimensions, marrying the confluence such as norms, rules and laws interpretation, supporting the institutional performance and service leadership operational goals. Such processes and structures of transitional governance have diverse stakeholders, including public, private, and non-state actors (Tulder et al., 2018). Thus, the transitional governance is guided by the factors of good governance. Each factor of good governance is defined as follows:

The rule of law is illustrated by an "impartial legal system that protects human rights and civil liberties of all citizens" (Carola, 2021). The definition implies that the rule of law provides space for legal justice, norms, and constitutional values that protect and strengthen governance

operation, structural and functional capacity, legitimacy, and authority. The rule of law played a significant role in formulating the permanent constitution-making process.

Transparency refers to the citizens understanding the government's decision-making process and accessing the government's decisions regarding public goods and services. Transparency encourages citizens to be socially and emotionally intelligent and involved in observing the rule of law (Carola, 2021).

Responsiveness is an act that involves the "institution to respond to the stakeholders", while **effectiveness and efficiency** are structured methods developed for the "sustainable use of resources to the needs" of the public. Sustainable use of resources refers to meeting the social investment transfer through natural resources to maintain future generations' needs (Carola, 2021).

Accountability refers to institutions being conscious and accountable to the people on public goods and services issues. Accountability enables public practitioners to deliver justice and fairness in action and decision-making (Tulder et al., 2018).

3.3.4 Transitional Reforms:

Transitional reforms are significant milestones formulated in the peace and political negotiation processes. During peace negotiations, the political settlement explicitly defines what the reforms entail. For instance, reforms are the pillars of peace agreements; these pillars include the security sector, socio-economic development, governance, and physical infrastructure reforms, to mention a few (OECD, 2005). In addition, the primary objective of transitional reform is to reconstruct and rehabilitate socio-economic development and security policies, enhance good governance, and build physical infrastructure. It is comprehensible that the intrinsic values of reform are vital to the holistic realization of peace agreements aiming to stop political upheavals and violent conflict (OECD, 2005). It is imperative to conclude that transitional reforms are proposed to ensure that the political settlement -an agreement that has proposed a transitional constitution is only semi-final (de Groof, 2019).

The political settlement is the first part of defining what political parties negotiating peace will do. On the other hand, the political settlement transitional constitution is developed into the permanent constitutional settlement by the act of a constitution-making process commission that will lead to a total transformation of justice, electoral process, and public goods and services provision. The constitutional settlement is achieved through the finalization of a permanent constitution (Bell, 2023). To summarize the conceptual framework interrelationship among the variables such as service leadership, transitional governance, institutional performance, and transitional reforms have the interactive interconnectivity of being consciously aware and conceptualized services to offer citizens and stewardship that entrust leaders to be servants. This consciousness about service delivery innovation matches servant leaders' desire to lead, perform, govern, and reform (Carola, 2021). The simplicity of service leadership variables is intricated with institutional performance variables like human capital -skills, knowledge and experience of human resources, reciprocity -giving back to society, and collective responsibility -upholding and accounting servant leaders for being responsible for delivering services. Service leadership's attributes are complementary to institutional performance and transitional governance because governance provides rules of law, accountability, transparency and responsiveness to ideas of performance and leadership operation (Tulder et al., 2018).

4. Findings and Discussions

Based on the literature, scholars have unearthed impediment issues in the ARCRSS transitional government implementation targets. These impediment parameters have underpinned and

contributed to the detrimental factors limiting the rapid implementation of the agreement. As South Sudan moves through its fragile state to stability, service leadership and institutional performance become essential elements aiding the smoothness and strength of implementing the agreement and delivery of social services to the citizens (Dhasarathy et al., 2018). Thus, it is imperative to realize that achieving robust transitional governance depends on more vibrant service leadership and acumen of institutional performance.

In addition, systemic vulnerability issues such as a broad coalition, elites' expectation of gaining political confidence and legal legitimization, and polarization of citizens across political spheres have impeded the rapid implementation of transitional government targets (Cheeseman et al., 2023). Thereafter, assessing service leadership and institutional performance in the ARCRSS transitional government, the scholars assert that South Sudan's post-political implementation is partially realized. However, the study shows that political fragility has not ceased; instead, pockets of rebellions have continued to be dissidents around the countries, and political leaders' interests, seeking legal legitimization have distracted services delivery and innovation (Day, 2022). The research finding indicates that South Sudan ARCRSS transitional governance is facing challenges such as a broad coalition among the parties implementing the peace agreement, resource constraints that are expected to facilitate the implementation of essential reforms, and external multilateral threats, specifically partners' interests in the brokered peace treaty (Retno et al., 2020). To summarize, it is overtly comprehended that the implementation of South Sudan's transitional governance still has stalks that remain to be followed. These stalks include permanent constitution-making, security reforms, socio-economic innovations, and social and physical infrastructures (The Africa Center for Strategic Studies, 2023; Cheeseman et al., 2023)

5. Conclusion

In conclusion, the significance of service leadership in driving successful political transitions cannot be overstated. Service leaders, equipped with both technical expertise and tailored human capital, play a pivotal role in shaping transitional governance and institutional performance. Across transitioning democracies, service leadership has been instrumental in crafting policies and enhancing corporate social performance to deliver innovative public goods and services. However, the evaluation of service leadership and institutional performance in post-political South Sudan reveals considerable challenges impeding the implementation of peace agreements. Despite their critical importance, the accessibility of service leadership and institutional performance within the transitional government of South Sudan is constrained.

This review underscores the vital importance of service leadership and institutional performance in navigating the complexities of political transformation, particularly in states like South Sudan. The interconnectedness of service leadership, institutional performance, transitional governance, and reforms underscores the intricate dynamics shaping transitions.

Service leadership, characterized by principles such as trustworthiness and stewardship, facilitates awareness, persuasion, and conceptualization essential for effective governance and service delivery. Similarly, institutional performance serves as a yardstick for evaluating the efficacy of governance mechanisms and public service provision during transitions. Transitional governance, guided by principles like the rule of law and transparency, is pivotal for fostering responsiveness, accountability, and legitimacy, thereby building public trust in governance institutions. Additionally, transitional reforms, including peace agreements and governance enhancements, lay the foundation for sustainable development and stability.

Despite progress in some areas, persistent challenges such as systemic vulnerabilities and political fragility pose significant obstacles to achieving the objectives of transitional governance in South Sudan. It is imperative for stakeholders to prioritize consensus-building, governance reforms, and the finalization of a permanent constitution to overcome these challenges. By fostering inclusivity, transparency, and accountability, stakeholders can enhance the effectiveness of transitional governance mechanisms and contribute to sustainable development and stability in transitioning states like South Sudan.

6. Recommendations

The review underscores the critical importance of service leadership and institutional performance in facilitating successful transitions in states undergoing political transformation, with a specific focus on South Sudan. The conceptual framework presented highlights the interconnectedness of service leadership, institutional performance, transitional governance, and transitional reforms, emphasizing their roles in shaping the trajectory of transitions. Service leadership emerges as a cornerstone, embodying principles such as trustworthiness and stewardship, which are instrumental in fostering awareness, persuasion, and conceptualization. These attributes are vital for navigating the complexities of transitioning states and driving effective governance and service delivery. Moreover, institutional performance, encompassing factors like human capital and accountability, serves as a benchmark for evaluating the effectiveness of governance mechanisms and public service delivery during transitions. Transitional governance emerges as a pivotal process, characterized by the reconfiguration of governance roles and practices, guided by principles such as the rule of law and transparency. Effective transitional governance hinges on fostering responsiveness, accountability, and legitimacy, which are essential for building public trust and confidence in governance institutions. Furthermore, transitional reforms, including peace agreements and governance enhancements, are indispensable for laying the groundwork for sustainable development and stability. However, despite progress in some areas, challenges such as systemic vulnerabilities and political fragility persist, posing obstacles to the full realization of transitional government targets in South Sudan. In light of these findings, it is imperative for stakeholders to prioritize consensus-building, governance reforms, and the finalization of a permanent constitution to address existing challenges and improve transitional governance. By fostering greater inclusivity, transparency, and accountability, stakeholders can enhance the effectiveness of transitional governance mechanisms and pave the way for sustainable development and stability in transitioning states like South Sudan.

7. Limitations and future research directions

Limitations of this review include the reliance on existing literature, which may not capture the latest developments or nuances in the field. Additionally, the focus on South Sudan may limit the generalizability of findings to other transitioning states. Future research directions could explore the impact of cultural and contextual factors on service leadership and institutional performance in transitional governance. Furthermore, longitudinal studies could assess the long-term effects of transitional reforms on governance outcomes. Comparative analyses across different transitioning states could also provide insights into common challenges and best practices in transitional governance. Additionally, mixed-methods approaches incorporating both quantitative and qualitative data could offer a more comprehensive understanding of the complex dynamics at play during political transitions. Finally, research focusing on innovative approaches to overcome challenges in transitional governance, such as leveraging technology or engaging civil society, could contribute to the development of effective strategies for promoting stability and development in transitioning states.

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Authors' profile



Dr. Miyar Ezekiel De'Nyok

Miyar Ezekiel De'Nyok (Ph.D.) is an Assistant Professor in the School of Business Administration and Management (SBM), University of Juba, Juba, South Sudan. He is an expert in organisational leadership & human capital, political fragility, service delivery, institutional performance and governance, environmental sustainability and social innovation. He is the founder of Kuajok Medical Centre. He teaches Public Corporate Enterprise Management, Human Resources Management and Rural Development courses at the University of Juba. He has published articles in *International Journal of Political Science* and continues to update himself to be relevant to the global economic dynamism.



Professor Maxwell Adea

Professor Maxwell Adea holds the prestigious position of Professor of Research Methodology at Ayii University in Juba. He is also a visiting Professor at Starford University and serves as a Supervisor and Examiner for Doctor of Philosophy candidates at the University of Juba in South Sudan. With over 24 years of dedicated experience, he has made significant contributions to the fields of teaching and research, particularly in the realm of Small and Medium-sized Enterprises (SMEs). Professor Maxwell's extensive expertise encompasses teaching, research, and a wealth of community service experience, gained from his diverse international engagements. His primary areas of focus lie in the sustainability of SMEs, strategic leadership, and financial ratio analysis, both in the private and public sectors. He has presented numerous academic papers at national and international seminars and conferences worldwide, showcasing his commitment to staying abreast of economic innovations and financial education developments. Through his diligent research efforts, Professor Maxwell has illuminated previously obscure areas such as entrepreneurship and microfinance, particularly as they pertain to traditionally marginalized groups, including women, youth, and disabled individuals. His findings have shattered misconceptions and transformed challenges into opportunities, exemplifying the concept of starting over more intelligently in the face of adversity. Professor Maxwell's unwavering belief in making the impossible possible resonates in his work, likening faith to the action of a toothbrush - an essential tool for daily life. He also recognizes the universal desire for recognition and the inherent drive in every individual to make meaningful contributions to a more purposeful world.

Cite this article:

Miyar Ezekiel De'Nyok & Maxwell Adea (2024). The Roles of Service Leadership in South Sudan transitional Governance and Institutional Performances. *International Journal of Science and Business*, 33(1), 139-154. DOI: <https://doi.org/10.58970/IJSB.2320>

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