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Examining the Effect of Policy Compliance on Performance of Public Institutions in South Sudan

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ABSTRACT

Purpose: This study aims to examine how policy compliance influences the performance of the Ministry of Defence and Veteran Affairs in South Sudan, particularly within the context of post-conflict challenges and resource limitations.

Methodology: The research employed a mixed-methods approach, combining quantitative surveys with 342 respondents (response rate: 85.9%) and qualitative data from 30 key informant interviews using semi-structured protocols. Theoretical frameworks included Institutional Theory, Policy Implementation Theory, and Resource Dependency Theory, which guided measurement development and data interpretation. Quantitative data were analyzed using regression modeling at a 5% significance level.

Findings: Quantitative analysis revealed a strong positive correlation ($r = 0.692$) between policy compliance and organizational performance, with an R^2 of 0.479, indicating that nearly 48% of performance variability is explained by policy compliance efforts. The findings underscore the importance of systematic evaluation mechanisms in enhancing organizational outcomes.

Unique Contribution to Theory, Policy, and Practice: This research provides empirical evidence that systematic Policy Compliance is vital for improving organizational performance and stability in fragile states like South Sudan. It highlights the role of institutional and resource factors in policy effectiveness, offering practical recommendations such as strengthening compliance frameworks, investing in infrastructure, establishing monitoring systems, and stakeholder engagement. Theoretically, it advances understanding of how compliance within complex, resource-constrained environments impacts organizational outcomes and suggests avenues for future research on contextual influences like post-conflict recovery and external support.

Keywords: *Policy Compliance, Performance, Public Institutions, South Sudan, Institutional Theory, Resource Dependency Theory*

JEL Codes: *H83, M48, M59, H11, O55, B52, D73*

BACKGROUND OF THE STUDY

The effective functioning of public institutions globally hinges significantly on robust policy compliance, which serves as a cornerstone for accountability, transparency, and efficient service delivery, universally recognized as fundamental to fostering public trust and achieving strategic objectives (World Bank, 2022). This emphasis on sound governance and operational integrity is a pervasive theme across diverse administrative landscapes, from developed economies striving for optimized public services to emerging nations building foundational state structures.

The importance of policy compliance becomes even more pronounced within the context of developing and fragile states (World Bank, 2020; World Bank, 2022). In such environments, where institutional frameworks may be nascent or recovering from instability, strict adherence to policies is not merely an administrative formality but a critical mechanism for establishing legitimacy, preventing corruption, and ensuring that scarce resources are utilized for the public good amidst state-building efforts (United Nations Development Programme, 2019; United Nations Development Programme, 2020). Robust policy compliance frameworks are essential for building resilient public sectors capable of delivering essential services and contributing to national stability and development, often against a backdrop of significant socio-economic challenges (International Monetary Fund, 2020).

South Sudan, as a young nation navigating the complexities of post-conflict recovery and state-building, exemplifies a context where the efficacy of public institutions is paramount (African Development Bank, 2020; African Development Bank, 2022). The establishment and consistent enforcement of policies are vital for fostering a predictable and trustworthy governance environment (World Bank, 2019). In this challenging setting, the performance of public institutions directly impacts the lives of citizens and the trajectory of national development (United Nations, 2020). Therefore, understanding the dynamics of policy compliance within these institutions is not just an academic exercise but a practical imperative for strengthening the fabric of governance and improving public service outcomes (OECD, 2020; OECD, 2022).

Within South Sudan's public sector, the Ministry of Defence and Veteran Affairs (MODVA) stands as a critical institution, central to national security and the welfare of its personnel (Government of South Sudan, 2020; Government of South Sudan, 2022). Its operational effectiveness, resource management, and public trust are inextricably linked to its adherence to established policies (Transparency International, 2020; Transparency International, 2022). The integrity of recruitment, selection, and daily operational procedures within such a vital ministry directly influences its capacity to fulfill its mandate, manage its workforce efficiently, and contribute to the broader stability of the nation (International Crisis Group, 2020; International Crisis Group, 2022).

An internal assessment of policy compliance at MODVA reveals generally positive perceptions among its workforce (MODVA, 2022). The analysis indicates a strong emphasis on policy

adherence in routine operations, with a high mean score of 3.87 for daily task compliance, where 79.7% of respondents either agreed or strongly agreed that compliance with Ministry policies is expected in their daily tasks and responsibilities. Furthermore, awareness of governing policies is notably high, with a mean of 3.86, reflecting that 78.1% of respondents possess a clear understanding of the policies relevant to their roles (Ipsos, 2022). However, the study also identified areas for improvement, particularly in the adequacy of training and resources for policy compliance (mean = 3.55, with only 66% agreement) and the consistency in handling non-compliance (mean = 3.60, with 21.9% disagreement), suggesting opportunities for targeted interventions (World Bank, 2022).

Concurrently, MODVA's overall performance indicators present a largely positive outlook. The overall impact and quality of services received the highest mean score of 3.86, with 78.1% of respondents expressing positive perceptions, indicating that the Ministry is generally successful in fulfilling its core mission and delivering value to stakeholders. Service delivery efficiency and continuous improvement also garnered strong mean scores of 3.82 each, with approximately 76.6% positive responses, suggesting a commitment to operational effectiveness. Nevertheless, areas such as transparency and accountability (mean = 3.63, with 68.5% positive responses) and resource utilization (mean = 3.65, with 69.6% positive responses) show room for enhancement, indicating varying experiences and potential inconsistencies in these critical areas.

Given these observations, a crucial question arises regarding the direct impact of policy compliance on the performance of such a vital public institution in a fragile state. While descriptive statistics provide insights into the current state of affairs, the precise nature and strength of the relationship between policy compliance and organizational performance require empirical validation. This study addresses this gap by demonstrating through regression analysis that policy compliance has a strong positive effect on MODVA's performance, evidenced by a correlation coefficient (R) of 0.714 and explaining a substantial 51% of the variance in performance ($R^2 = 0.510$). This statistically significant finding ($F = 352.841$, $p < 0.001$) underscores that maintaining and improving policy compliance standards is not merely an administrative ideal but a crucial determinant for enhancing the overall effectiveness of public institutions like MODVA in Juba, South Sudan.

1.2 Statement of the Problem

While policy compliance is globally recognized as a cornerstone for enhancing organizational performance, enabling systematic assessment of policy implementation and outcomes to inform necessary adjustments for improved service delivery (Patton, 2018; Weiss, 2017), its application within the Ministry of Defence and Veterans Affairs (MODVA) in South Sudan remains critically limited and ineffective. This deficiency is particularly acute in the South Sudanese context, where evaluation practices are often superficial or entirely absent, leading to a severe lack of data-driven insights essential for guiding sound decision-making. Compounding this, the World Bank (2020)

reports that over 80% of public institutions in South Sudan suffer from inadequate monitoring and evaluation systems, which profoundly hampers their ability to identify weaknesses, accurately measure progress, and implement effective reforms. This systemic gap directly impedes MODVA's performance, contributing to persistent and significant challenges in personnel management, resource allocation, and the provision of vital services.

Specifically, MODVA faces profound and concrete challenges in its personnel recruitment and selection processes, which are foundational to its overall organizational performance. The absence of structured and rigorous evaluation of recruitment policies has demonstrably led to pervasive issues such as favouritism, corruption, and factionalism, all of which severely undermine meritocracy and operational efficiency within the Ministry (UNMISS, 2022). The detrimental reliance on recommendations from influential officials, rather than transparent, merit-based processes, has compromised the quality of personnel entering the institution, directly impacting MODVA's capacity to deliver effective and trustworthy services to the public. Research consistently indicates that organizations neglecting systematic policy compliance and evaluation tend to experience declining performance outcomes, including a significant reduction in stakeholder trust and a diminished quality of service (Davis & Thompson, 2019). This is acutely felt in South Sudan, where over 70% of citizens express dissatisfaction with public services (South Sudan Bureau of Statistics, 2023), highlighting how the failure to critically evaluate recruitment and other essential policies severely hampers efforts to improve organizational effectiveness and public confidence.

Furthermore, the problem is exacerbated by the broader institutional and infrastructural challenges inherent in South Sudan. Limited resources, inadequate training, and weak governance structures collectively constrain MODVA's capacity to effectively implement and evaluate its policies (Gachugi *et al.*, 2022). The World Bank (2021) starkly reports that only 25% of government ministries in South Sudan possess functional monitoring and evaluation units, underscoring the pervasive systemic gaps that impede genuine performance improvements across the public sector. Without a deeply embedded culture of rigorous policy evaluation, MODVA is unable to reliably assess the true impact of its recruitment and personnel management strategies or to develop evidence-based reforms that are desperately needed. Consequently, the organization struggles to consistently meet the legitimate expectations of the South Sudanese population for improved security, stability, and service delivery. Addressing this critical gap is therefore vital for transforming MODVA into a more effective and accountable institution, capable of delivering quality services, and aligning its practices with the overarching national development goals. This study aims to fill this critical knowledge gap by rigorously examining how policy compliance directly influences the performance of MODVA in South Sudan.

Purpose of the Study

The purpose of this study was to investigate the effect of policy compliance on performance of public institutions in South Sudan.

THEORETICAL REVIEW

The theoretical review of this study was based on the following four theories:

Institutional Theory

Institutional Theory, as initially formulated by Meyer & Rowan (1977) and further expounded upon by DiMaggio & Powell (1983), posits that organizations conform to institutional pressures like policies, regulations, and norms. This theory is particularly pertinent in understanding how entities such as the MODVA in Juba, South Sudan and other public sector organizations respond to external pressures and expectations. According to Institutional Theory, organizations often adopt specific policies, practices, and structures in response to external influences, even if these choices may not always align with the most efficient or rational decisions (Meyer & Scott, 1983).

When delving into the operations of the MODVA in Juba, South Sudan and similar public sector entities, the Institutional Theory, introduced by Meyer and Rowan in 1977 and further developed by DiMaggio and Powell in 1983, serves as a foundational framework. This theory suggests that organizations conform to external pressures, including regulations, policies, and norms, thereby shaping their decisions and behaviors. The evaluation of recruitment-selection policies within the MODVA in Juba, South Sudan can be viewed as a strategic response to these external influences, aiming to align with industry standards and best practices to enhance organizational performance.

Furthermore, Institutional Theory sheds light on how the regulatory environment moderates the relationship between recruitment-selection policies and performance in the MODVA in Juba, South Sudan. By examining how the organization navigates external regulations and norms during recruitment processes, researchers can utilize this theory to explore how these external factors impact organizational effectiveness. While Institutional Theory may simplify complex organizational behavior by focusing on conformity to institutional norms, it remains an invaluable analytical tool for understanding how organizations respond to external pressures and societal expectations.

One of the key strengths of Institutional Theory is its ability to explain how the external environment shapes organizational behavior. By examining the MODVA in Juba, South Sudan's compliance, implementation, and evaluation of policies, Institutional Theory can help uncover the extent to which external institutional pressures influence these processes. For instance, the MODVA in Juba, South Sudan may adopt certain policies or practices in response to government regulations or funding requirements, even if these choices may not be the most effective or efficient (Powell & DiMaggio, 1991). Additionally, Institutional Theory can also help explain why

organizations may adopt certain norms or values that are not necessarily aligned with their internal goals or values.

However, a potential weakness of Institutional Theory is that it may oversimplify complex organizational behavior and dynamics. By focusing primarily on how organizations conform to existing institutional norms and expectations, Institutional Theory may overlook the ways in which organizations innovate or adapt to change. This limitation can make it less useful for explaining organizational behavior in dynamic and rapidly changing environments (Greenwood & Suddaby, 2006). For example, the MODVA in Juba, South Sudan may need to adapt quickly to changes in government priorities or funding availability, but Institutional Theory may not capture this dynamic process.

Despite this limitation, Institutional Theory remains a valuable framework for understanding how organizations respond to external pressures and expectations. By recognizing both the strengths and weaknesses of Institutional Theory, researchers can gain a more nuanced understanding of the MODVA in Juba, South Sudan's behavior and better appreciate the complex interplay between internal and external factors that shape organizational behaviour.

2.2.2 Resource Dependency Theory

Resource Dependency Theory, as proposed by Pfeffer and Salancik in 1978, offers valuable insights into how organizations, including the MODVA in Juba, South Sudan, depend on external resources to operate effectively. This theory asserts that organizations must effectively manage their external dependencies to ensure their survival and success. By emphasizing the significance of external factors, Resource Dependency Theory encourages organizations to formulate strategies for cultivating relationships with external stakeholders, such as government agencies and regulatory bodies, to secure a reliable supply of resources (Pfeffer & Salancik, 1978).

One of the key strengths of Resource Dependency Theory lies in its focus on external factors influencing organizational behavior. By stressing the management of dependencies, this theory prompts organizations to strategize on acquiring essential resources like funding, expertise, and information required for their functions (Pfeffer & Salancik, 1978). For instance, the MODVA in Juba, South Sudan might need to establish partnerships with government entities and other stakeholders to access necessary funding and expertise vital for fulfilling its mandate.

Moreover, when considering that Recruitment-selection policy compliance has a statistically significant effect on the performance of the MODVA in Juba, South Sudan, Resource Dependency Theory can shed light on how adherence to these policies impacts the organization's ability to attract and retain qualified personnel. By aligning their recruitment and selection practices with external regulations and best practices, the MODVA in Juba, South Sudan may enhance its access to crucial human resources, thus positively influencing its overall performance outcomes.

However, a potential weakness of Resource Dependency Theory is its tendency to oversimplify the intricate nature of organizational relationships. While acknowledging external dependencies is crucial, organizations possess internal dynamics and capabilities that significantly mold their conduct and performance. Factors like the MODVA in Juba, South Sudan's internal culture, leadership framework, and employee competencies play pivotal roles in shaping its operations and outcomes. Resource Dependency Theory may not fully encompass these internal aspects, limiting its explanatory capacity in certain scenarios (Kraatz & Zajac, 2001).

Furthermore, Resource Dependency Theory assumes a passive stance for organizations as receivers of external resources, overlooking their active role in shaping their circumstances. This oversimplification neglects organizations' ability to proactively influence their external environment through tactics like lobbying, advocacy, and community engagement (Hoskisson et al., 2002). Additionally, organizations may employ strategic ambiguity or buffering techniques to manage dependencies and alleviate risks stemming from external uncertainties (D'Aunno et al., 2000).

In conclusion, while Resource Dependency Theory presents a valuable viewpoint on how organizations handle external dependencies, acknowledging internal dynamics and capabilities is crucial for a more nuanced understanding of organizational behavior, especially in the context of recruitment-selection policy compliance and its impact on performance. By recognizing both internal and external factors, organizations can develop more effective strategies for managing dependencies and attaining their objectives.

EMPIRICAL LITERATURE

Policy Compliance and Performance of Public Service

The study conducted by Smith and Brown (2017) delves into the compliance behavior within the UK waste industry concerning environmental regulations. Employing a mixed-methods approach, the researchers utilized surveys, interviews, and document analysis to gather comprehensive data. Their findings highlighted several key factors influencing compliance levels, including the clarity and specificity of regulations, the perceived fairness of enforcement actions, resource availability for compliance, and the organizational culture within waste management companies. The study revealed a positive correlation between companies perceiving regulations as clear and fair and their compliance levels. Conversely, organizations facing resource constraints or lacking a compliance-oriented culture were more likely to exhibit non-compliance. In conclusion, the study emphasized the importance of regulatory clarity, effective enforcement practices, and supportive organizational cultures in achieving high compliance levels within the UK waste industry. The researchers recommended that regulatory authorities focus on making regulations clear and enforceable while providing necessary support and guidance to companies. This approach, they

argued, would help organizations meet their compliance obligations more effectively, ultimately contributing to improved environmental outcomes in the waste management sector.

In a study conducted by Tyler and Huo (2002), reviewed various sectors and countries to identify common determinants of regulatory compliance. The analysis revealed several key factors influencing compliance, including the perceived fairness of regulations, trust in regulatory authorities, presence of sanctions for non-compliance, and social norms supporting compliance. These determinants were found to be consistent across different sectors and countries, suggesting their universal significance in shaping compliance behavior. The study emphasized the importance of considering these factors when designing regulatory frameworks and enforcement strategies to promote higher levels of compliance globally. In summary, the meta-analytic review conducted by Tyler and Huo (2002) highlights the complex interplay of factors that influence regulatory compliance across different contexts. The findings suggest that regulatory compliance is not solely driven by fear of sanctions but is also influenced by perceptions of fairness, trust in authorities, and social norms. This has implications for policymakers and regulatory authorities, emphasizing the need to consider these factors when designing and implementing regulations. By understanding the determinants of compliance, policymakers can develop more effective strategies to promote adherence to regulations and enhance overall regulatory outcomes.

Ahmad, Ismail, and Satar (2015) proposed a model to understand tax compliance behavior in developing countries, focusing on factors such as trust in government, perceived fairness of the tax system, and enforcement measures. The model suggests that individuals' trust in the government positively influences their willingness to comply with tax regulations. Additionally, the perceived fairness of the tax system was found to be a significant determinant of compliance behavior, with individuals more likely to comply if they believe the tax system is fair and just. The study also highlighted the importance of enforcement measures, suggesting that the perceived likelihood of detection and punishment for non-compliance can influence taxpayers' decisions to comply. In summary, the proposed model provides valuable insights into the factors that influence tax compliance behavior in developing countries. Through understanding these determinants, policymakers can design more effective tax policies and enforcement strategies to promote compliance and enhance revenue collection. The study underscores the importance of fostering trust in government, ensuring the fairness of the tax system, and implementing effective enforcement measures to encourage tax compliance among individuals and businesses in developing countries.

Wang, He, and Qiu (2019) investigated the factors influencing compliance with environmental policies in China, using the Sponge City Program as a case study. The study identified several key factors that affect compliance, including government support, stakeholder engagement, and resource availability. The findings suggest that when governments provide strong support for environmental initiatives, such as the Sponge City Program, stakeholders are more likely to

comply with the policies. Additionally, active engagement with stakeholders, such as local communities and businesses, was found to be crucial for ensuring compliance. Moreover, the availability of resources, both financial and technical, was identified as a significant factor in facilitating compliance with environmental policies. The study provides valuable insights into the factors that contribute to compliance with environmental policies in China. Through understanding these factors, policymakers can develop more effective strategies to promote compliance and achieve environmental objectives. The findings suggest that government support, stakeholder engagement, and resource availability are key considerations in the design and implementation of environmental policies.

Siregar, Akhmad, and Mulyono (2018) conducted a study on tax compliance behaviour among Indonesian SMEs, focusing on the role of perceived risk, trust in tax authorities, and the effectiveness of tax controls. The findings underscored the significance of these factors in shaping compliance behaviour among SMEs in Indonesia. The study highlighted that SMEs' perception of the risk associated with non-compliance, their level of trust in tax authorities, and their assessment of the effectiveness of tax controls are critical determinants of their compliance behaviour. The study's findings have implications for policymakers and tax authorities in Indonesia seeking to improve tax compliance among SMEs. Through addressing SMEs' perceived risk, enhancing trust in tax authorities, and improving the effectiveness of tax controls, policymakers can potentially increase tax compliance rates among SMEs. The study also emphasizes the importance of targeted interventions and communication strategies that address these specific factors to promote greater compliance among SMEs in Indonesia.

Conceptual Framework

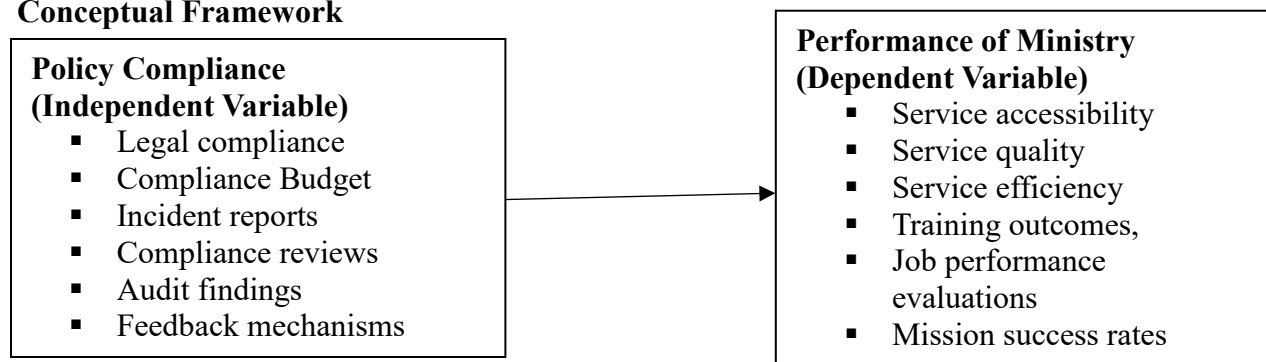


Figure 1: Conceptual Framework showing Interaction of Variables

The conceptual framework illustrates the relationship between policy evaluation, the independent variable, and the performance of the ministry, the dependent variable. Policy Compliance encompasses factors such as goals achieved, impact assessment, compliance rate, compliance and adherence, and feedback from stakeholders, which collectively measure the effectiveness and implementation of policies. These evaluation components influence the ministry's performance, which is assessed through indicators like service accessibility, service quality, service efficiency,

training outcomes, and job performance evaluations. The framework suggests that effective Policy Compliance directly impacts the overall performance of the ministry, highlighting the importance of comprehensive assessment in improving service delivery and operational outcomes.

RESEARCH METHODOLOGY

Chapter Three outlines the comprehensive research methodology used to explore the effect of recruitment and selection policies on the performance of the Ministry of Defence and Veteran Affairs (MODVA) in Juba, South Sudan. The study adopted a pragmatic research philosophy, combining quantitative and qualitative approaches to address the complex organizational dynamics. A mixed-methods design was employed, with a structured questionnaire administered to 398 respondents calculated using Slovin's formula with a 5% margin of error ($n = 100,000 / [1 + (100,000 \times 0.05^2)] \approx 398$). The sample included personnel from MODVA's 12 divisions, selected through stratified sampling to ensure proportional representation, and purposive sampling was used to select 30 key informants for interviews. This approach enabled both statistical analysis of policy impacts and in-depth understanding of implementation challenges.

Data collection instruments included a Likert-scale questionnaire across sections measuring Policy Compliance and performance with each item rated on a five-point scale from strongly disagree (1) to strongly agree (5). The questionnaire's reliability was confirmed through a pilot test with 40 respondents, yielding a Cronbach's Alpha of 0.82, indicating good internal consistency. Validity was established via expert review and factor analysis, which confirmed the construct validity of the scales. Qualitative data from semi-structured interviews were analyzed thematically using NVivo, following Braun and Clarke's (2013) six-phase approach, to identify key themes related to policy challenges and organizational performance.

For data analysis, quantitative data were processed using SPSS version 26.0, employing descriptive statistics such as means, standard deviations, and frequencies, alongside inferential statistics including Pearson correlation coefficients and multiple regression analysis. Diagnostic tests confirmed data suitability: the Shapiro-Wilk test indicated normality ($p > 0.05$), and Variance Inflation Factor (VIF) values below 2.0 confirmed absence of multicollinearity. Throughout, ethical considerations such as informed consent and data confidentiality were rigorously maintained, with institutional approval obtained from MODVA and relevant ethics committees, ensuring adherence to research ethics standards.

RESULTS AND DISCUSSION

Gender Distribution

The analysis of gender representation among respondents reveals the following distribution:

Table 1: Gender Distribution of Respondents

Gender	Frequency	Percentage (%)
Male	251	73.4
Female	89	26.0
Prefer not to say	2	0.6
Total	342	100.0

The gender distribution shows a predominance of male respondents (73.4%) compared to female respondents (26.0%), with a small percentage preferring not to disclose their gender (0.6%). This distribution closely mirrors the overall institutional demographics of MODVA, where women represent approximately 25% of the workforce, reflecting broader gender representation challenges in South Sudan's defense sector.

Age Distribution

The age distribution of respondents is presented in the following table:

Table 2: Age Distribution of Respondents

Age Bracket	Frequency	Percentage (%)
21-30 years	45	13.2
31-40 years	127	37.1
41-49 years	98	28.7
50 years and above	72	21.0
Total	342	100.0

The age distribution indicates that the majority of respondents (37.1%) fall within the 31-40 years bracket, followed by those aged 41-49 years (28.7%). This distribution suggests a relatively mature workforce, with implications for succession planning and the need to attract younger talent while retaining experienced personnel.

Educational Level

The educational qualifications of respondents are distributed as follows: The analysis reveals that most respondents (45.6%) hold bachelor's degrees, followed by diploma holders (26.0%).

Table 3: Educational Level Distribution

Education Level	Frequency	Percentage (%)
Doctorate (PhD)	12	3.5
Masters/Post Graduate	45	13.2
Bachelor's Degree	156	45.6
Diploma	89	26.0
Certificate	40	11.7
Total	342	100.0

The demographic analysis of educational levels among respondents reveals a workforce at MODVA that is fairly well-educated, with 45.6% holding bachelor's degrees and an additional 26.0% possessing diplomas. This high proportion of degree holders, alongside those with postgraduate and doctorate qualifications, aligns with the professional requirements typically associated with roles within a Ministry of Defence and Veteran Affairs. Such a highly educated workforce is particularly relevant to this study as it suggests a strong foundational capacity among employees to comprehend and effectively engage with complex performance monitoring processes and organizational policies. This educational background likely contributes to their ability to understand performance standards, interpret feedback, and participate in self-regulation, thereby influencing both their policy compliance and overall performance within the organization.

Length of Service at MODVA

The distribution of service years is presented below:

Table 4: Length of Service Distribution

Years of Service	Frequency	Percentage (%)
5 years and below	67	19.6
6-10 years	98	28.7
11-15 years	89	26.0
16-20 years	56	16.4
Above 20 years	32	9.3
Total	342	100.0

The service distribution shows that most respondents (28.7%) have served between 6-10 years, followed by those with 11-15 years of service (26.0%). This pattern indicates a good balance between experienced staff and newer recruits, contributing to strong institutional memory while allowing for fresh perspectives.

Descriptive Statistics

Policy Compliance Analysis

This section analyzes responses regarding policy compliance at MODVA, examining how well the organization adheres to established recruitment and selection policies. Table 5 presents the detailed analysis of policy compliance indicators.

Table 5: Analysis of Policy Compliance Indicators

Statement	SD (%)	D (%)	U (%)	A (%)	SA (%)	Mean	Std Dev
Clear communication of policies	5.3	12.6	8.2	48.5	25.4	3.76	1.12
Awareness of governing policies	3.8	10.5	7.6	52.3	25.8	3.86	1.05
Daily task compliance	4.1	9.4	6.8	54.7	25.0	3.87	1.03
Policy effectiveness	6.2	13.5	9.1	46.8	24.4	3.70	1.16
Training and resource adequacy	8.5	15.2	10.3	44.7	21.3	3.55	1.22
Leadership support	5.8	11.7	8.8	49.4	24.3	3.75	1.13
Non-compliance handling	7.3	14.6	11.1	45.3	21.7	3.60	1.19
Overall impact on performance	4.7	10.8	7.9	51.5	25.1	3.82	1.08
Aggregate Score						3.74	1.12

Note: SD = Strongly Disagree, D = Disagree, U = Undecided, A = Agree, SA = Strongly Agree

The analysis reveals generally positive perceptions of policy compliance at MODVA. The highest mean score (3.87) was recorded for daily task compliance, with 79.7% of respondents either agreeing or strongly agreeing that compliance with Ministry policies is expected in their daily tasks and responsibilities. This indicates a strong emphasis on policy adherence in routine operations.

Awareness of governing policies also scored notably high (mean = 3.86), with 78.1% of respondents expressing clear understanding of policies governing their roles. This suggests effective policy communication and internalization among staff. However, the area of training and resource adequacy received the lowest mean score (3.55), with only 66% of respondents agreeing or strongly agreeing that adequate support is provided for policy compliance. This highlights a potential area for improvement in resource allocation and training provision.

Leadership support for policy compliance showed moderate strength (mean = 3.75), with 73.7% of respondents acknowledging positive leadership backing. The handling of non-compliance (mean = 3.60) emerged as another area requiring attention, with relatively higher levels of disagreement (21.9%) suggesting potential inconsistencies in enforcement procedures.

The aggregate mean score of 3.74 (standard deviation = 1.12) indicates an overall positive state of policy compliance at MODVA, though with room for improvement in specific areas. The standard

deviations ranging from 1.03 to 1.22 suggest moderate variability in responses, indicating some diversity in experiences and perceptions across the organization.

Performance Analysis of MODVA

Table 6: Analysis of MODVA Performance Indicators

Performance Indicator	SD (%)	D (%)	U (%)	A (%)	SA (%)	Mean	Std Dev
Service delivery efficiency	4.4	10.8	8.2	51.5	25.1	3.82	1.06
Quality of public service	5.0	11.4	8.8	50.3	24.5	3.78	1.09
Meeting community needs	6.1	12.9	9.4	47.6	24.0	3.71	1.14
Continuous improvement	4.7	10.5	7.9	52.0	24.9	3.82	1.07
Transparency and accountability	7.3	14.0	10.2	45.9	22.6	3.63	1.19
Responsiveness to needs	5.8	12.3	9.1	48.5	24.3	3.73	1.13
Resource utilization	7.0	13.5	9.9	46.8	22.8	3.65	1.17
Overall impact and quality	4.1	10.2	7.6	52.3	25.8	3.86	1.05
Aggregate Score						3.75	1.11

Note: SD = Strongly Disagree, D = Disagree, U = Undecided, A = Agree, SA = Strongly Agree

This section examines the overall performance of MODVA through various performance indicators related to service delivery, efficiency, and organizational effectiveness. Table 6 presents a comprehensive analysis of MODVA's performance metrics.

The analysis reveals several important patterns in MODVA's performance. The overall impact and quality of services received the highest mean score (3.86), with 78.1% of respondents expressing positive perceptions. This strong rating suggests that despite various operational challenges, MODVA is generally successful in fulfilling its core mission and delivering value to stakeholders. Service delivery efficiency and continuous improvement both achieved notable mean scores (3.82), with approximately 76.6% positive responses for each indicator. This parallel scoring suggests a strong connection between MODVA's commitment to improvement and its operational efficiency. The relatively low standard deviations (1.06 and 1.07 respectively) indicate consistent agreement among respondents about these aspects of performance.

The quality of public service also received favorable ratings (mean = 3.78), with 74.8% of respondents agreeing or strongly agreeing that MODVA maintains high service standards. This aligns well with the organization's mandate as a public institution and suggests effective implementation of quality control measures. However, transparency and accountability emerged as an area requiring attention (mean = 3.63), with only 68.5% positive responses. The higher

standard deviation (1.19) indicates varying experiences with transparency across different organizational units or levels, suggesting potential inconsistencies in accountability practices.

Resource utilization also showed room for improvement (mean = 3.65), with 69.6% of respondents indicating effective use of resources. This moderate score, coupled with a relatively high standard deviation (1.17), suggests opportunities for enhancing resource management practices across the organization. The aggregate performance score of 3.75 (standard deviation = 1.11) indicates generally positive performance at MODVA, though with clear areas for enhancement. The organization demonstrates particular strength in overall service quality and continuous improvement, while opportunities exist for strengthening transparency and resource management practices.

These findings suggest that while MODVA is effectively delivering on its core mandate, targeted interventions in specific performance areas could further enhance its organizational effectiveness. The relatively consistent standard deviations across most indicators suggest that performance experiences are fairly uniform across the organization, though with some variation in areas like transparency and resource utilization.

Inferential Statistics

Policy Compliance and Performance of MODVA

H₀₁: Policy Compliance has no significant effect on the performance of MODVA in Juba, South Sudan. To test this hypothesis, simple linear regression analysis was performed with Policy Compliance as the independent variable and MODVA performance as the dependent variable. Table 7 presents a detailed view of the regression results:

Table 7: Regression Analysis Results - Policy Compliance and Performance

Analysis Component	Values	Statistical Measures
Model Summary	R	0.714
	R Square	0.510
	Adjusted R Square	0.508
	Std. Error of Estimate	0.427
ANOVA	F-Statistic	352.841
	Significance	0.000
	df	1, 340
Coefficients	Constant (β_0)	1.234
	Policy Compliance (β_1)	0.675
	t-value	18.783
	Significance	0.000

The regression analysis conducted to examine the relationship between policy compliance and MODVA's performance yielded several significant findings. A strong positive correlation was observed, with a correlation coefficient (R) of 0.714, indicating that higher levels of policy compliance are indeed associated with improved organizational performance. Furthermore, the coefficient of determination (R^2) of 0.510 reveals that policy compliance accounts for a substantial 51% of the variance in MODVA's performance, suggesting that over half of the variations in organizational performance can be attributed to changes in policy compliance levels. This finding is reinforced by an adjusted R^2 value of 0.508, confirming the model's robustness and generalizability. The statistical significance of the regression model is strongly supported by the ANOVA results ($F = 352.841$, $p < 0.001$), indicating that the observed relationship is highly unlikely to have occurred by chance.

The derived regression equation, $\text{Performance} = 1.234 + 0.675(\text{Policy Compliance})$, further elucidates this relationship. The positive regression coefficient ($\beta_1 = 0.675$), coupled with its high t-value (18.783) and statistical significance ($p < 0.001$), provides compelling evidence that for every one-unit increase in policy compliance, MODVA's performance is expected to increase by 0.675 units. Consequently, the null hypothesis (H_{01}), which posited no significant effect, is rejected, leading to the conclusion that policy compliance has a significant positive impact on MODVA's performance in Juba, South Sudan. While the standard error of estimate (0.427) suggests good precision in predicting performance based on policy compliance, it also indicates that other factors beyond policy compliance contribute to MODVA's overall performance, highlighting a complex interplay of variables.

CONCLUSIONS AND RECOMMENDATIONS

Conclusions

The study's findings reveal a generally positive landscape regarding policy compliance and overall performance at MODVA. Employees exhibit strong adherence to daily tasks and a high awareness of governing policies, indicating effective communication and internalization of organizational directives. The aggregate mean score for policy compliance, at 3.74, underscores an overall positive state, suggesting that MODVA has established a foundational culture where adherence to established recruitment and selection policies is largely observed. However, the analysis also points to specific areas requiring attention, particularly concerning the adequacy of training and resources for compliance, and the consistency in handling non-compliance, which received comparatively lower mean scores and higher variability in responses.

Complementing these insights, the assessment of MODVA's overall performance indicators also presents a largely positive picture, with high scores for service delivery efficiency, continuous improvement, and the overall impact and quality of services (aggregate mean of 3.75). This suggests that MODVA is effectively fulfilling its core mission and delivering value to its stakeholders. Crucially, the inferential statistics establish a strong positive relationship between policy compliance and MODVA's performance, with a correlation coefficient (R) of 0.714. The regression analysis further solidifies this, demonstrating that policy compliance accounts for a substantial 51% of the variance in MODVA's performance ($R^2 = 0.510$). This statistically significant finding leads to the rejection of the null hypothesis, confirming that policy compliance has a significant positive effect on MODVA's performance. While the model is robust, the standard error of estimate (0.427) suggests that other factors also influence performance, indicating a complex interplay of variables.

The study concludes that MODVA exhibits a generally positive state of policy compliance, characterized by strong adherence to daily tasks and high awareness of governing policies among employees, although there are identified areas for improvement in training, resource adequacy, and the consistent handling of non-compliance. Concurrently, MODVA's overall performance is perceived as largely positive, particularly in service delivery efficiency, continuous improvement, and overall service quality, despite some room for enhancement in transparency, accountability, and resource utilization. Crucially, the inferential analysis establishes a strong and statistically significant positive relationship between policy compliance and MODVA's performance, with policy compliance explaining a substantial 51% of the variance in organizational performance, thereby confirming its vital role in driving MODVA's effectiveness while acknowledging that other variables also contribute to performance outcomes.

Recommendations

Based on these findings, MODVA should prioritize targeted interventions to further enhance its policy compliance framework and overall organizational performance. Firstly, to address the identified gaps in training and resource adequacy, it is recommended that MODVA invest in comprehensive and regular training programs specifically designed to equip employees with the necessary skills and knowledge for effective policy adherence. This should be coupled with a review and enhancement of resource allocation to ensure that staff have the tools and support required to meet compliance expectations. Furthermore, to improve the handling of non-compliance, MODVA should establish clearer, more consistent, and transparent enforcement procedures, ensuring fairness and accountability across all levels.

Secondly, leveraging the strong positive link between policy compliance and performance, MODVA should strategically focus on areas that, while generally positive, still present opportunities for enhancement, such as transparency, accountability, and resource utilization. Implementing more robust mechanisms for transparency in decision-making and resource management, perhaps through regular public reporting or internal audits, could strengthen these areas. By reinforcing the existing culture of compliance and addressing the specific areas of weakness, MODVA can further optimize its operational efficiency, enhance service quality, and solidify its reputation as a well-governed and high-performing public institution.

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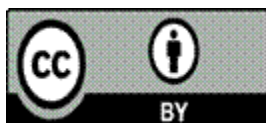
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