
Resources Management and Economics Development in South Sudan, Case Study of Ivory Bank, South Sudan, Juba

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Abstract

This study is focusing on how bank financial resources can be increased by Ivory Bank in provision of financial services through of its branches. The research was conducted to demonstrate Resource Management in the bank. It involved explanation of historical development of banking and development system since the establishment of the Bank up to today. Also, it considered the development of Resource Management according to early thinker about management during Industrial Revolution. This is revealed by the study that the goal of resource management is to use the best combination of banking activities to satisfy bank customers. Therefore study considered the research analysis shown sectors benefiting more indicate, all customers mentioned above has the higher percentage. While in attention of bank authority for staff training, short courses Inside the Country follow, and reasons for choosing Ivory Bank, Bank nearer to Customers residence or market obtained more reasonable half percentage study analysis. Moreover reasons why customers got attracted to deal with bank, the question was about quick and reliable, accuracy, confidence, flexibility, the only bank in the area and all above the result has shown all mentioned above has the higher percentage of more than three quarter of sample size. All this indicate the result of study has demonstrate that, bank maintain more clients and is able to make resource management efficient and in turn increases chances for bank economic growth. This can increase the improvement of population standard of living although high running inflations affect these efforts. However there some challenges facing bank as shown study analysis, which could solve through staff motivation by bank management.

Keywords: Resource management and Banking, system, management

1. Introduction

Historical development of banking System could be back dated to ancient Mesopotamia, where temples, royal palaces, and some private houses served as warehousing facilities for valuable commodities such as grain, the ownership of which could be exchange by ways of written receipts. There are accounts of credits by the temples of Babylon as early as 2000 BCE; temples were considered especially safe depositories because, as they were sacred places watched over by gods, their contents were believed to be protected from theft. Companies of traders in ancient

times provided banking services that were connected with the buying and selling of good. This was articulated by Andrew Beatie (2003) and Lindsey Stefanka (2022).

Also, early banking practicing was witness in ancient Egyptian in the Town of Ptolmaic in (222 B c) during which Egyptian kingdoms were using Banks for collecting taxes. On the other hand, resource management evolved when early thinkers of management had started discovering ways and means of improving management efficiency through introducing Scientific, administrative, behavioral and system approach to management those include (Frederick W. Taylor (1856-1915), Hennery Fayol (1841 – 1925), Max Webber (1864 – 1920), Hugo Minsterberg (1863 – 1916) Abraham Maslow (1908 -1970), Douglas McGregor (1906 1964) to mention few. Kathryn M. Bartol and David C. Martin (1991).

In contemporary development of management procedure of resource management is the making of planning, arrangement, and assigning people, money, and technology to a project or program. In essence, it is the progression of giving resources to accomplish the highest organizational value. Good resource management outcomes in the right resources being attainable at the correct time for the correct work. Resources are important to reach your goal, whether that be finalizing a task or a project or helping you explore what is crucial to do so. Resources are finances, staff, physical space, equipment, technology, and time. The objective of resource management is to use the best mixture of resources to fulfil necessities while also getting these same resources are likely in demand in a different place in the business (M. Armstrong (2006).

Resource management is critical for organizations to ensure they are boosting and distributing resources to the right creativities the initiatives that are aligned to shared strategy and bring the greatest value. By reducing waste and duplication, streamlining and automating processes, and maximizing and speeding throughput, the enterprise is in a better position to respond quickly to customer demands and be nimble to change. Program and project that provide needed better resource management. M.Armstrong (2006).

Resource management goes hand in hand with human resource development, in which training humans who are managing the resources is paramount. In such manner Ivory Bank has good policy in term of capacity building of its Staff. Human resources department carrying on this responsibility in term of recruitment, training, and promotion. (Ivory Bank (PLC) Strategic policy Framework (2017-2020)

2. Statement of the Problem

This study is focusing on how banking institutions build resources management in conducting their operation. The concept banking in more recent approach to bank management synthesizes the asset- and liability-management approaches. Known as risk management, the primary challenge for bank managers is to establish acceptable degrees of risk exposure. Despite the effort provided by Ivory Bank to improve its service, there is still evidence of challenges on quality of the service which leads to customer satisfaction once played down by maintaining customers who are loyal to the bank and who can positively recommend it to societies or communities.

3. Objectives of Study

The objectives of the study are:

3.1. General objective

The main objective of the study is to examine resource management and economic development in South Sudan. This will help to improve its sustainable productivity and expand marketed output from both structural development and economic growth.

3.2. Specific objectives

3.2.1 – To examine how resources productivity and efficient resource management in Ivory Bank.

3.2.2 – To examine the challenges facing banking institutions in facilitating financial management in Ivory Bank

3.2.3 –To address how bank can improve financial services provision to the bank clients

3.2.4 - To compliance with national and international resources management process in financial institutions.

4. Materials

The materials that is used in this study include the Map of South Sudan showing the locations of Ivory Bank branches in the country



Source: 4.1. Strategic policy Framework (2017-2020)

5. Methods of study involved

5.1. Primary Data

The study focus mostly on primary data collection. The data were collected by the researcher from all branches of Ivory Bank customers and employees through the use of structured

questionnaire and interview. This is because the strength of study is mainly depend on primary data collection as the main source of meaningful information in any research as posted by Malhotara (2005). That primary data are used by researcher for specific purposes for addressing certain problem at hand; even if obtaining them can be expansive and time consuming. Primary data comprised the important part of this study.

5.2. Secondary Data

Secondary data is referred to that data which already exists prepared or developed for some purposes other than to solve problem at hand. This data are source of information which are found in textbooks, Journals and articles etc. the documents are published for different purposes and read in depth to find out already known facts about the research problem and it also helps to structure and contrast primary data and secondary data to help in conducting comparative study.

5.3. Ethical Consideration

Ethics consideration include the ability of confidentiality in processing the study that involves a set of rules or promise usually executed through confident in line that limits access or places restrictions on certain types of information. For this the study information used here are purely and strictly use for academic purposes.

The following indicates the analysis of the findings and presentation the data collected from field work

6. Area of the Study

The area of study includes all Ivory Bank branches in which all bank activities are being carry on. Branches are shown above in South Sudan.

6.1. Historical Background of Ivory Bank

Ivory Bank was established 11 November 1992 in accordance with Sudan Company Act 1924, (amended in 1987), as a public limited Company with an authorized capital of one billion Sudanese pounds. The bank become fully operational on 16 August 1994, with its Headquarters in Khartoum, Republic of Sudan until it was transferred to Juba, South Sudan, in July 2008 after the signing of comprehensive peace agreement (CPA) in 2005. In Juba re-arrangement of the bank operation from Islamic to conventional banking system was done. The bank was re-registered with the same name under the South Sudan Company act 2003. After independence of South Sudan in 2011, the capital was restated in South Sudanese Pounds (SSP) which stands at 60,000,000 as authorized and 46,464,711 as paid up at moment.

6.2. Ivory Bank Activities

As one of the leading banking institutions in South Sudan, Ivory Bank offers a variety of financial services and opportunities to its clients. It has over 80,500 clients in different areas of banking including saving and current accounts, loans and other investments. The bank also has the largest, widespread network of branches in South Sudan. Bank also ensure the establishment of comprehensive risk management policies, processes and infrastructure to identify, measure, monitor, control and manage various types of risks undertaken by the bank are in place. Such

risk management capability should also be periodically reviewed by bank management. (Ivory Bank (PLC) Strategic policy Framework (2017-2020).

7. Presentation and analysis of the findings (Discussion and Results)

In data analysis of the findings and descriptive statistics was employed the for purpose of getting background of information about the respondents of bank clients benefit from ban financial services, which presents the specific objectives of the study which were to identify the roles of the banking institutions in facilitating payment South Sudan.

Attention of bank authority for staff Training.

Ivory Bank has given more attention for training of bank employees. This is in order to build their capabilities as means of improving their skills and increase the staff ability in giving bank financial services. Through training it is possible for bank to development its staff skills and capabilities which may lead to better abilities of the officials in providing quick reliable bank services. This is reflected by the capacity of bank staff for increasing bank activities in providing financial services. As such customers attraction is successful in competing markets with others banks which are competing in banks’ financial services provision. On the other hand, training can also enhance the bank capability in market competition with other banks that are providing the same services in the market. The following figure No (1/1) reflect how bank staff obtained their training.

Table No (7.1) Attention of Bank Authority for Staff Training.

Training	Frequency	Percentage	Cumulative percentage
On job training	32	30%	30%
Short courses Inside the Country	42	39%	69%
Short courses outside the country	6	6%	75%
Long time scholarships	1	1%	76%
All mentioned above	25	23%	99%
No answer	1	1%	100%

Source: Field Data 2023

In the above table (1/1) the respondents were asked about types of training they has benefited in facilitating their work. The study revealed that bank give training a very importance priority. The higher percentage is 39% from sample size of short courses inside the country and 30% is the percentage for those training on job training, 23% from sample size of all training mentioned above while 1% got their training on scholarship outside the country. Moreover 1% did not gave their opinion or gave no answer about questionnaire. Based on data analysis above it shows that bank is implementing its strategic planning policies. This is in line with current development of information technology and modern technics in which bank financial services depend on. Therefore, training is a good tool used by Ivory Bank to develop its own resource management.

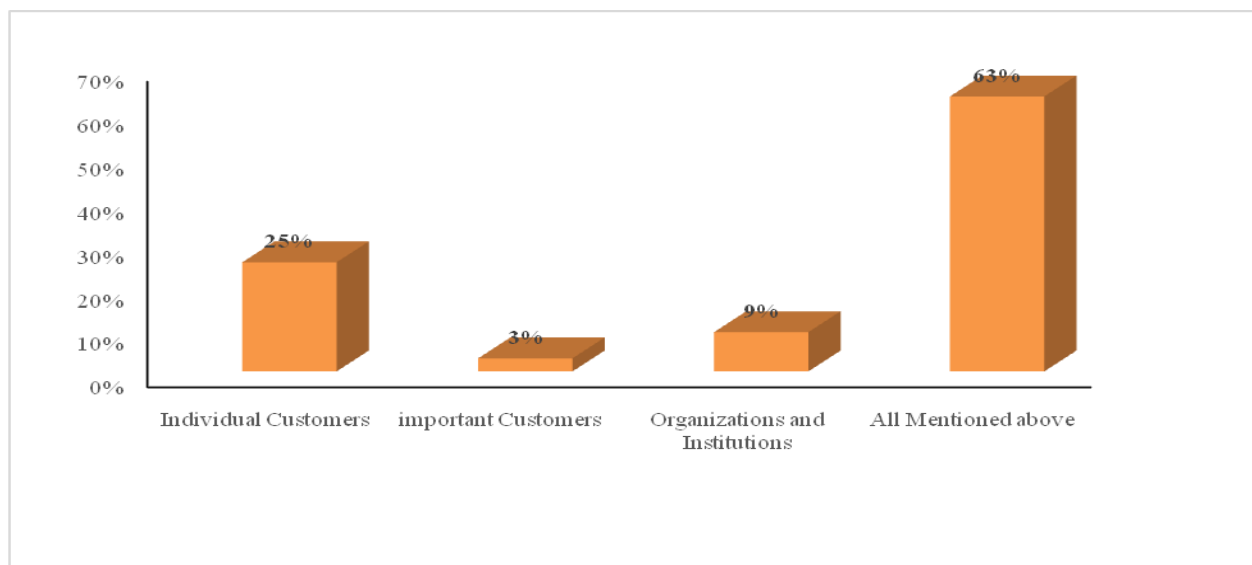
Table No (7. 2) Sectors Benefiting More from Bank Financial Services

Response	Number of respondents	percentage	Cumulative percentage
Individual Customers	27	25%	25%
important Customers	3	3%	28%
Organizations and	10	9%	37%
Institutions	67	63%	100%
All Mentioned above			

Source: Field Data 2023

The table No (1/2) above explain about the most respondents of sample size analysis of 63% of all mentioned above and agreed that most of sectors benefits allot from the financial services being provided by the bank; followed by individual clients (27) of 25% from sample size. Organizations other institution form 9% of study sample size are benefiteres of bank financial services and lastly (3) of 3% are from important bank clients respondents also benefit from bank services. The researcher evaluation of trend of data indication show that, bank can maintain more clients and is able to make resource management efficient and in turn increases chances for bank economic growth. This can increase the improvement of population standard of living although high running inflations affect these efforts. The figure No (7.3) shows how more sectors benefit from bank financial services.

Figure 7.3: Sectors Benefiting More Bank Financial Services



Source: Field Data 2023

Table No (7.4). The Most Important Customers Dealing with Bank

Response	Number of respondents	percentage	Cumulative percentage
individuals	43	40%	40%
Organizations and Government institutions	5	5%	45%
Government Sector	3	3%	48%
All Mentioned above	56	52%	100%

Source: Field Data 2023

The study of data analysis from table No (7/4) indicates most of the respondents 52% from sample size show all sectors mentioned above are the most clients that deal with the bank; while 40% from sample size individuals are second respondent dealing with the bank and are benefiting from bank financial services being provided. In addition of 5% from Organizations and Government institutions also benefited from the bank services and 3% of sample size are only government Sectors benefit from bank services. The following Figure No (7.5) show the most important Clients work with the bank.

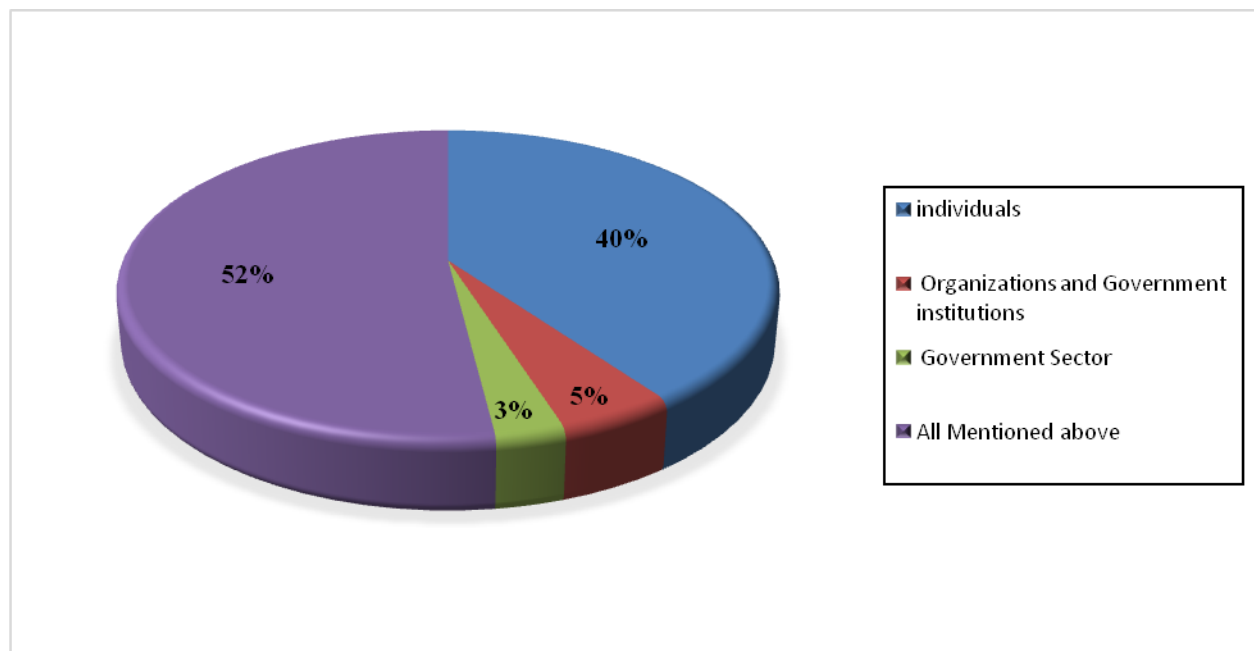


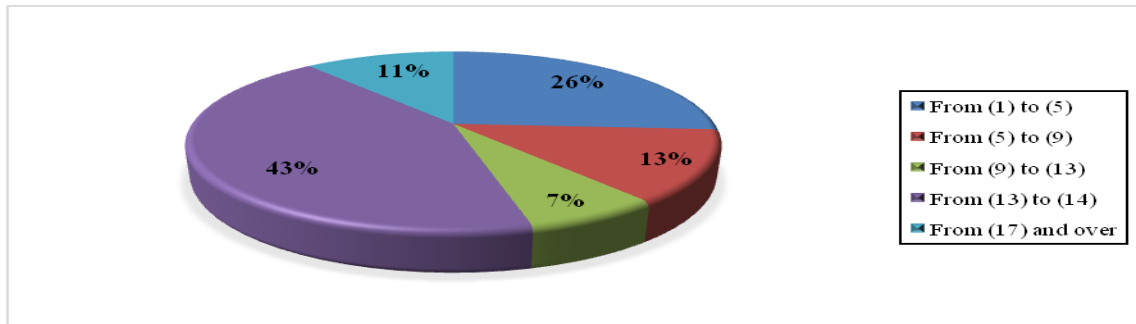
Table 7.5: Financial Institutions Benefiting from Services Provided by Others Banks in the Area

	Response	Number of respondents	percentage		Cumulative%
1	From (1) to (5)	28	26%		26%
2	From (5) to (9)	14	13%		39%
3	From (9) to (13)	8	7%		46%
4	From (13) to (14)	46	43%		89%
5	From (17) and over	12	11%		100%

Source: Field Data 2023

As observe from table (7/5) it's indicate there is clear competition faced by bank from others financial institutions which are active in the area. This is shown by 43% of sample size which has present of more financial institutions that range from (13 to 14), followed by 26% sample which range from (1 to5) while 13% are those ranging from (5 to 9). In addition, 11% are those which are of that range from (17 and over) and the lastly range of (9 to13); is the least percentage 7%. From researcher opinion the bank must device way and mean to cope up with such competition with these financial institutions and banks which are able to provide financial services. This could be done through well planned strategies, good advertisement and promotion of marketing bank services. In order for bank to continue its activities in this situation even with these difficulties bank must try it level best to cope up with such competition for the bank to safe the expectation of its clients. Bank costumers judge the extent of services quality and means of achieving its works. The following figure No (7/6) shows how these institutions are competing in providing their services in the area in which bank branches are found.

Figure (7.6); Financial Institutions Dealing with the Bank



Source: Field Data 2023

This is very clear that all industries give priority and care for their customers in order make strategic planning how to serve them and gain their confidants. The bank costumers given chance for them to ensure safe keeping of their own resources and their expectations are care of by bank. In order for bank to have good competition of attracting able clients. The question was about sectors that competing in provision of the bank financial services.

7.7. Reasons for Customers choosing Ivory Bank

In answering the question of researcher, what are the reason for your choice to deal with the bank? The following shows their answers.

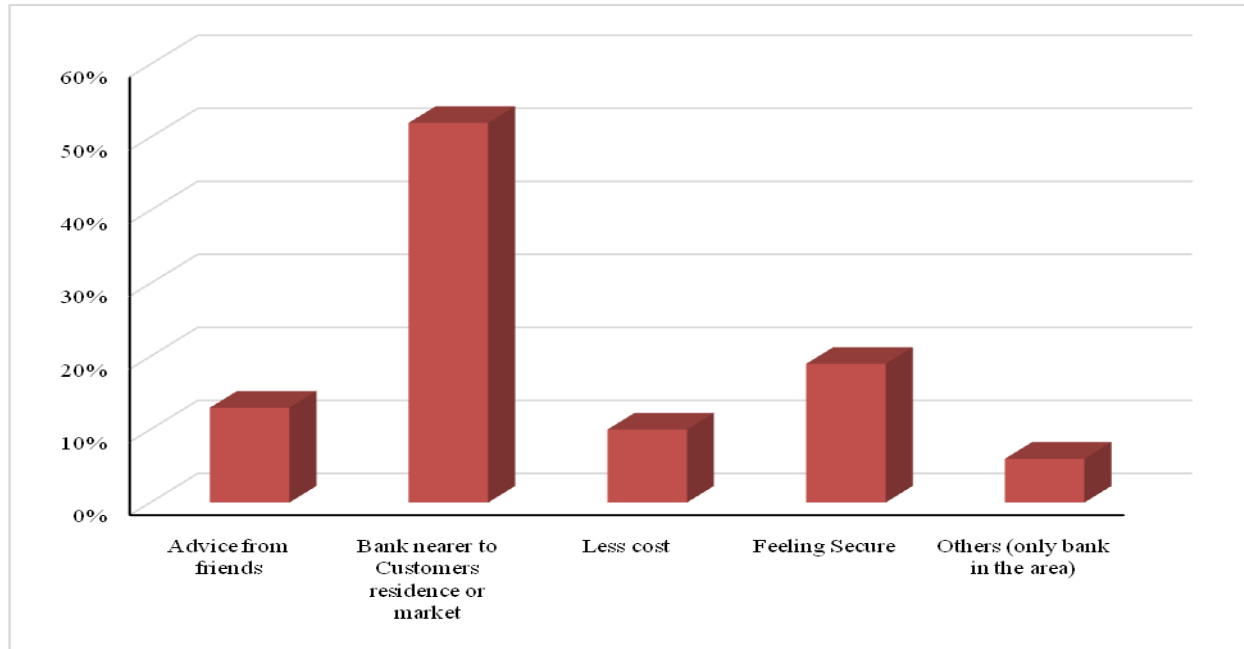
Table No (7.7) Reasons for Customers Choosing to Deal with the Bank

Response	Number of respondents	percentage	Cumulative percentage
Advice from friends	4	13%	13%
Bank nearer to Customers residence or market	16	52%	65%
Less cost	3	10%	75%
Feeling Secure	6	19%	94%
Others (only bank in the area)	2	6%	100%

Source: Field Data 2023

The table No (7/7) above indicate that the higher Number of (16) of 52% are the people from sample size has choose to deal with the bank because of being near to the bank location and (6) people of sample size of 19% according them, they feel secured when dealing with the bank, while (4) 13% had got advice from the friends dealing with bank, on the other hand (3) of 10% had choose to deal with because of less cost of bank charges ; lastly others or only bank in the area (2) 6% of sample size has choose to deal with the bank because it is the only bank in the area. In conclusion the choice of bank customers differ according to their variation of circumstances as shown above. The following figure No () revealed how different reasons make customers to choose dealing with bank.

Figure 7.8: Reasons for Customers Choosing to Deal with the Bank



Source: Field Data 2023

Reasons Attracting Customers to Deal with the Bank

There are various reasons that attract the clients who are in need of bank financial services which are being provided by bank. The success of financial services marketing is not depending only on the good services being provided but it depend on the increased better situation that is considered the best and variation in provision of services. Services provision institutions should continuously be in prepared situation to protect and keep a very clear vision of attracting as situations in which bank depend on providing rapid services, efficient, easy, and confident. The following table indicates the Researcher point of view according the results shown by analysis of data for reasons that attract the bank Clients to deal with the bank.

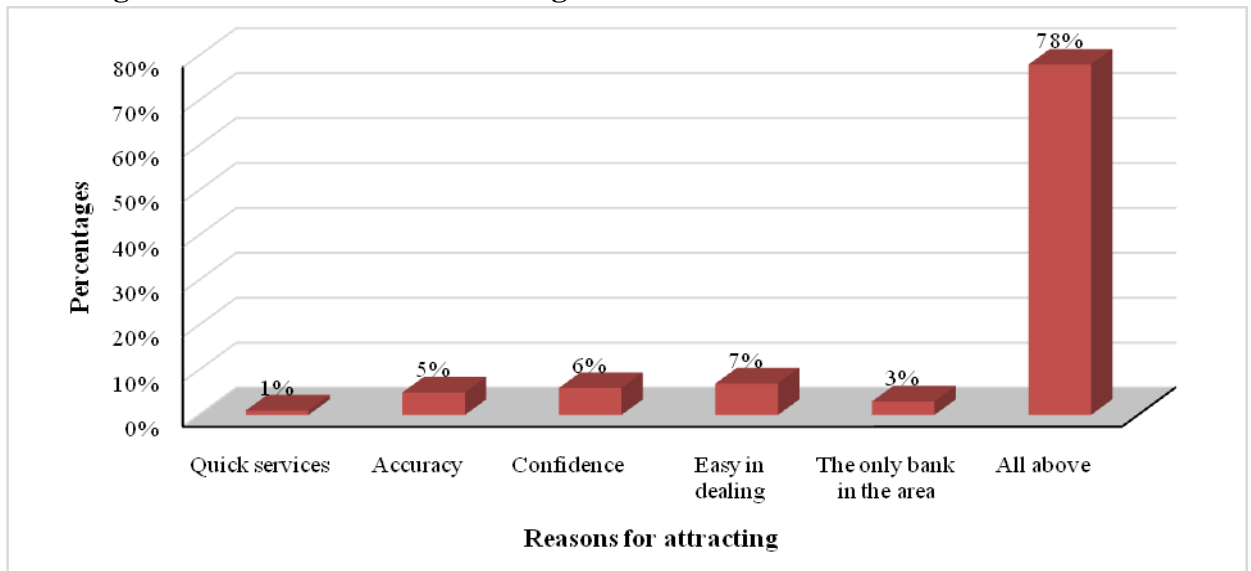
Table No (7.9) Reasons Attracting Customers to Deal with the Bank

Response	Number of respondents	percentage	Cumulative percentage
Quick services	1	1%	1%
Accuracy	5	5%	6%
Confidence	7	6%	12%
Flexibility	8	7%	19%
The only bank in the area	3	3%	22%
All above	83	78%	100%

Source: Field Data 2023

As it could view be from above table No (7/9) the most people who agreed for rapid services from sample size show 78% while Clients who had confident in bank financial services and accuracy are 6% and 5% respectively. Moreover, those who agreed with flexibility and the only bank in the area are 7% and 3% respectively. The higher percentage which is 78% agreed for all factors mentioned for dealing with bank in its provision of financial services. This is very clear as shown by the following

Figure No 7.10: Reasons Attracting Customers to Deal with the Bank



Source: Field Data 2023

Table 7.11: Roles of Banking Institution in Facilitating Payments

Roles	Number of respondents	Percentage
Loan Provision	5	10%
Lower fixed rate	4	8%
Lend money to entrepreneurs	41	82%
Evaluation of project after funding	0	0%
Low information cost	0	0%
Total	50	100%

Source: Field Data 2023

In the above table (7/11) respondents were asked about the roles of banking institution in facilitating financial transaction in Ivory Bank and the results of the finding shows that (10%) of respondents said one of the roles of the banking institution in facilitating financial transactions in Ivory Bank provisions of funds, (8%) of respondents said another role of the banking sector is to lowering the fixed cost of operation of the bank and finally the last group of respondents (82%) said another important role of the bank is lending.

Table 7.12: Challenges Facing Banking Institution in Facilitating Transaction

Challenges	Frequency	Percentage
High cost of banking operation	15	30%
High rate of loan	5	10%
High leverage	30	60%
High price of input	0	0%
Low profit	0	0%
Total	50	100%

Source: Field Data 2023

In the above table 9 respondents were asked about the challenges facing the banking sector in South Sudan. Majority of respondents (60%) strongly agree that one of the challenges facing the banks in high leverage. (30%) of respondents also agree with the statement another challenge facing the banking sector is high cost of banking operation. While (10%) of respondents said there is a challenge of higher rate of loan. Therefore, majority of respondents supported the statement that there are indeed challenges facing the banking institution in facilitating financial transaction in Ivory Bank

Table (7.13) Solutions of the Challenges Facing Banking Institution in Facilitating Financial Transactions in Ivory Bank

Solution	Frequency	Percentage
Mechanism related to rise control	7	14%
Technical / infrastructure	11	22%
Corporate social responsibility	32	64%
Advance technology	0	0%
Promote energy conservation	0	0%
Total	50	100%

Source: Field Data 2023

The above table (7/13 shows that majority of respondents (64%), corporate social responsibility as solutions mechanism of motivation, which indicate that is the staff of the bank needs to be motivated. Moreover, (22%) of respondents show another solution to challenges is adoption of technology, (14%) of respondents said another solution to challenges facing banking sector is training of the staff should be motivated in order to do their work efficiently and effectively.

8. Conclusion

In conclusion resource management is critical for organization to ensure the making effective and efficient management of Ivory Bank activities. From study analysis the resource management could be seen as effective tool in enhancing the increase chance for bank economic growth. Human resource capacity development is another means in raising bank capabilities; the

study ~~consider~~ include sectors benefiting from bank financial services, reasons attracting customers and training to mentioned few. Therefore, Ivory Bank consider training a better way of motivating, encouraging and employees' willingness to achieve the bank goal and missions. This is explicated by research that the bank authority and top management is making sound administration which include risk management and care for its clients.

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