Int Journal of Social Sciences Management and Entrepreneurship 5(2): 159-171, 2022

ISSN 2411-7323 www.sagepublishers.com
© **SAGE GLOBAL PUBLISHERS**

KNOWLEDGE MANAGEMENT PRACTICES AND PROGRAM SUSTAINABILITY IN HUMANITARIAN ORGANIZATIONS IN SOUTH SUDAN

[1] Ndung'u Elizabeth Ng'endo [2] Dr. Gichana James Ongwae

[1]Masters student, Jomo Kenyatta University of Agriculture and Technology, Kenya

[2]Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

ABSTRACT

Knowledge is increasingly recognized as a vital asset for organizations growth as well as for effective organisation performance. There is growing recognition amongst humanitarian organisations that knowledge sharing and exchange are essential components of organizational efficiency and effectiveness. However, knowledge management practices in many humanitarian organizations are still inadequate. An organisation that has effectively adapted knowledge management practices draws a wide range of benefits including the tactical benefit of faster access to relevant information and documents at any time resulting in accelerated organizational processes, creation of the knowledge map that will provide explicit representation of staff competencies and interest that will promote proper job matching and the strategic benefit which include competitive advantage that can result to proper and systematic management of the organization's knowledge. Through knowledge management, the organization can turn knowledge into a strategic asset and create an ever-learning organization. To ensure sustainability of the implemented humanitarian projects, both tacit and explicit knowledge should be effectively managed. The main purpose of this study was to explore the knowledge Management Practices and program sustainability in humanitarian organizations in South Sudan. The study will adopt cognitive theory of knowledge acquisition, theory of knowledge creation, community of practice theory and resource dependency theory in accessing the knowledge management practices in humanitarian organisation. The program sustainability was measured by the rate human capacity development, strategic partnerships attained and the increased resource mobilization. The study adopted descriptive research design with qualitative approach. The population of a study comprised 70 humanitarian organizations in South Sudan. The unit of analysis was knowledge management practices in humanitarian organizations and unit of observation was knowledge managers and program managers in charge of programs. The study collected both primary and secondary data during the study. Primary data was collected using questionnaires which contained structured questions. The researcher used the most common internal consistency measure known as Cronbach's to test the reliability of the study. A pilot study was conducted with the response rate of 82.1% sufficient to explore Knowledge Management Practices for enhancing program sustainability in humanitarian organizations in South Sudan. In conclusion, the study showed that knowledge management practices enhanced program sustainability in humanitarian organizations in South Sudan. As a recommendation the study encouraged the humanitarian organisations to enhance knowledge acquisition through consulting and collaboration; create knowledge by encouraging job shadowing by scheduling days; knowledge sharing in order to enhance quick decision-making, problem-solving technique and sustain the development of organizations and knowledge retention through creating awards for mentorship or requirements for promotion and high pay for knowledge holders.

INTRODUCTION

Knowledge Management is emerging as a contributing factor in enhancing program sustainability and strengthening stakeholder engagement both locally and internationally. Knowledge management practices have a very big role in enhancing efficiency and effectiveness of organization activities. Knowledge management is positively related to organizational and business performance (Abuaddous et al., 2018). Existing studies in knowledge management and humanitarianism indicate that there is a knowledge gap that needs to be filled, one that is of societal and theoretical relevance (Cook, Chen & Caballers,2021) With this, Knowledge management practices have therefore been converted as a competitive tool for organization management efficiency and hence been accepted globally. The interest for Knowledge management practices continues to grow in humanitarian organizations.

Globally, Knowledge management practices have been deployed in different sectorial group across humanitarian organizations. Although UNICEF does not have a globally applicable knowledge management strategy, some technical/functional areas and regional offices have developed their own knowledge management strategies and plans. For example, the Outreach Division in Geneva has its own strategy in place and the Office of Emergency Programs has developed a knowledge management approach targeted to humanitarian needs (Dumitriu,2016). A case study done for World bank showed that there was inadequate understanding of knowledge management meant that employees could easily misinterpret knowledge management. One major issue that caused a lot of misunderstanding was the view that Knowledge Management was a subcategory within Information Technology (Welton, 2015). FAO in Sierra Leone has implemented knowledge management practices and approaches through which experiences are analysed and documented thereby creating knowledge which can be shared with stakeholders and this has contributed to program sustainability (Mashologu,2017). Organizations in Lagos, Nigeria pursues potentially useful information and knowledge, organizing them holistically to achieve highest effective usage. An organization's knowledge stock represents professional intellect, experience, concepts, values, beliefs and way of working that can be shared and communicated (Obiere, Asaulo & Omotejiohwo 2018). Institutional culture was perceived as more important compared to its pairs. Knowledge sharing in the institution is based on personal gains, monitory gains or culture. Factors like monetary benefits influences knowledge sharing at 22% while on other non-monitory benefit combined at 78%. In Kenya, (Kemboi & Nyangau,2020) observed that although some humanitarian NGOs have executed knowledge management strategies, there is no conclusive empirical evidence on the effect of knowledge management strategies on human capital management. There are very limited conscious knowledge practices in humanitarian organizations in South Sudan especially the national organizations. However, the emergence of global humanitarian actors in the country has helped foster the Knowledge Management practices for projects sustainability. As an attempt to encourage sharing and communication in Care international, the organization worked towards deploying the intranet across the organization in South Sudan (Mutua, 2010). In South Sudan, the data curation and creation are a challenge in making evidence-based decisions difficult as well as creating contradictions and knowledge gaps. To address this issue, there was a need to create a proactive approach to the cu-ration and interpretation of existing data, collaboration and pooling of data collection resources among implementing partners and donor partners. Such efforts are necessary to make clear sense of a multi-faceted data landscape. (USAID strategic framework, 2020).

Statement of the Problem

Knowledge Management practices have not been fully adapted as it should in the humanitarians' sector. The underlying risks of not adopting Knowledge Management practices consequently has led

to duplication of work efforts, loss of knowledge and insights when experienced knowledge workers leave thus this has contributed to program failures (Dumitriu, 2016). Despite the emphasis of importance of knowledge management practices by UNICEF, only 40 to 60% of programs are sustained (Vitale et al.,2018).

South Sudan is ranked among the humanitarian hub globally due to years of conflicts; the country obtained its independence in 2011 making it one of the youngest nations. Whilst the Knowledge management practices are being recognized by some humanitarian organizations there is still little or no systematic approach to ensure consistency causing project unsustainability consequently affecting strategic partnership with the donors and resource mobilization. Dumitriu, (2016) admits that Knowledge management is not yet a strategic priority in all United Nation system organizations and there is no common practice that are accepted or shared system- wide.

Failure to sustain program in humanitarian organizations has led to rise of various contests such as school dropout, reduced community support and lack of trust in communities with a history of program abruptly and inappropriately terminated (Bodkin & Hakimi,2020).)

In South Sudan, apart from the lack of practicing KM, the challenges in enhancing program sustainability have been due to conflict, limited resources and lack of human capacity among other factors (Kaija & Kahubire, 2019).

Sustainable development programs such as education has dropped, school enrolment rate for primary education in South Sudan is 36%, and completion rate is only 14% with high dropout, especially among girls. According to the research done by UNESCO institute for statistics (2020) the school enrolment rate for girls in South Sudan was only 30%. It is evident that the Humanitarian organizations need to implement knowledge management practices in addressing child education program, primary health care, economic empowerment, social advocacy among other programs. It is against this background that the study will seek to establish the correlation between knowledge management practices and program sustainability in the humanitarian organizations in South Sudan

Objectives of the Study

i. To explore the knowledge acquisition in enhancing program sustainability in humanitarian organizations in South Sudan.
ii. To investigate the knowledge creation in enhancing program sustainability inhumanitarian organizations in South Sudan.
iii. To examine knowledge sharing in enhancing program sustainability in humanitarian organizations in South Sudan.
iv. To explore the knowledge retention in enhancing program sustainability in humanitarian organizations in South Sudan.

LITERATURE REVIEW

Theoretical Review

Katherine J. and Carl R. (2017) suggested Cognitive theory for knowledge Acquisition helped in clarifying how participants in complex social processes manage important relational aspects of imbalances in power and knowledge. It advocated ways in which these burdens could lead to relationally induced non-adherence to treatment routines and self-care programs, and points to targets where intervention could reduce these adverse outcomes. In other words, Cognitive theories emphasized the creative process and person.

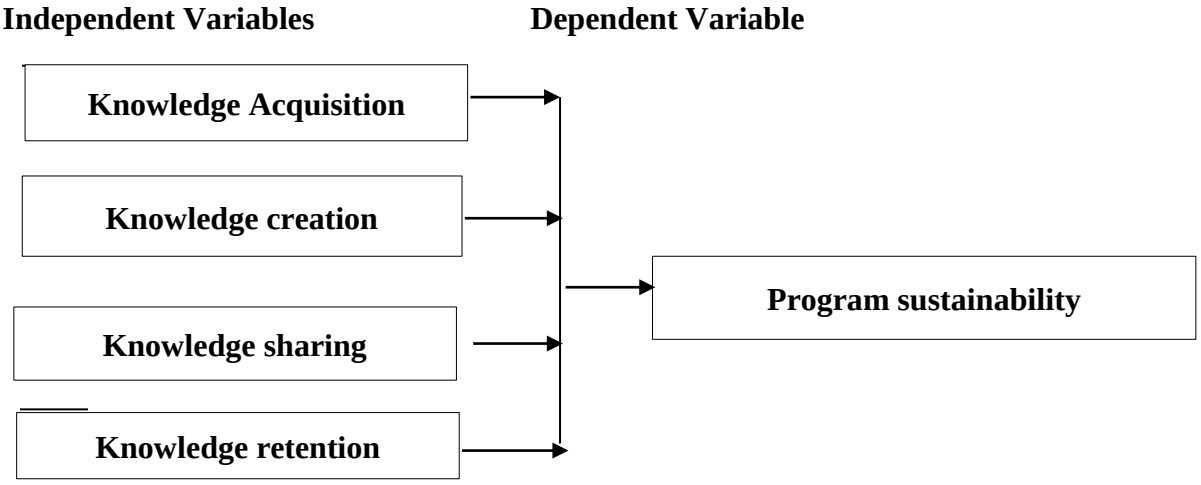
Nonaka and Toyama (2015) proposed a Theory of knowledge creation which explains how knowledge is being created, captured and shared. Nonaka and Takeuchi (1995) contents that

knowledge is created and shared through Socialization, Externalization, Combination, and Internalization (SECI). According to Nonaka, Toyama & Konno (2000), knowledge capture occurs whereby program managers engage in dialogues such as storytelling, mentorship and brainstorming sessions with project designers whereby tacit knowledge is captured and documented into reports or publications. The Knowledge manager captures the tacit knowledge acquired by team members and writes a report which describes the lessons learned and approaches that works best in every project execution.

Communities of Practice (CoP) theory was coined by Wenger and Snyder (2002) as group of people, stakeholders, communities, partners and networks who share a concern on what they do and learning how to do it better as they interact regularly. They share and apply knowledge a learning resource in solving community problems and provide solutions to program sustainability (Wenger, Trayner & de Laat, 2011). Several researchers have acknowledged the benefits of Cops, it allows creation and sharing of knowledge and resources which contributes towards project sustainability. In the study conducted by Fallah and Addai (2017), Communities of Practice promotes South-South knowledge sharing across UNICEF programs. The CoP theory therefore supports this study in examining the role of knowledge sharing practices on program sustainability among the Humanitarian Organizations in South Sudan.

The Resource Dependency Theory (RDT) explains the program sustainability. As proposed bPfeffer and Salancik (1978) The characteristics of the theory as resource dependency is the need to mobilize local resources in terms of financial and skills, foster strategic partnerships with different stakeholders which include the local communities to work together with outsiders to share knowledge to create appropriate goals, and local people to set their own agendas and execute projects without outsiders' dependency (Corbett, Fikkert, Perkins, & Platt,2014).The theory postulates that humanitarian organizations have varying degrees of dependency on human capacity, stakeholders, and resource mobilization, from the external environment, consequently, inadequate control of the external environment may interfere with the achievement of organizational goals and ultimately threaten program sustainability (Heeley, King, &Covin, 2006). This theory will guide the study to establish the role of knowledge management practices on program sustainability.

Conceptual Framework



RESEARCH METHODOLOGY

The study adopted descriptive research design with qualitative approach. Creswell (2013) recommended descriptive design as it allowed the researcher to describe record, analyse and report

conditions that exists or existed. Since this study sought to establish the Knowledge Management practices of program sustainability in humanitarian organizations in South Sudan, descriptive research design was the best design to use since it had advantage of providing an in- depth investigation of the problem under study.

RESEARCH FINDINGS AND DISCUSSIONS

To determine the actual number of the respondents who actively participated in the study, an analysis of the response rate was conducted as shown in Table 1. The table this indicates that the response rate comprised of 140 respondents who were 82.1% of the total sample size. The non-response comprised of 25 respondents who were 17.9% of the total response rate.

The study considered the response rate of 82.1% sufficient to explore Knowledge Management Practices for enhancing program sustainability in humanitarian organizations in South Sudan. This was in agreement with Cooper & Schindler (2003) that a response rate above 30% of the total sample size gives sufficient data that can be generalized to represent the opinions of the respondents in the entire population on the study problem.

Descriptive Analysis of the Variables of the Study

Knowledge Acquisition

The analysis report in the above table 4.2 indicated that 34.8% (40) of the respondents strongly agreed that their organization had adopted the use of technology that encouraged workers to collaborate with colleagues within the firm.26.1% (30) agreed with the opinion, 8.7% (10) were neutral while 30.4% (35) of the respondents disagreed and none who strongly disagreed with their organization had adopted the use of technology that encouraged workers to collaborate with colleagues within the firm. This implied that most organization had adopted technology in their humanitarian organization that enhanced workers collaboration.

In the view that My organization utilized information technology that encouraged colleagues from different locations to train and learn as one group from one source or at the same point in time, 34% (39) strongly agreed, 30.4% (35) agreed, 8.7% (10) neutral and 17.4% (20) of the respondents disagreed and 9.6% (11) strongly disagreed their organization utilized information technology that encouraged colleagues from different locations to train and learn as one group from one source or at the same point in time.

For the opinion that my organization had put in place technology that encouraged colleagues in different locations to train and learn as a group from multiple sources 34.8% (40) strongly agreed, 26.1% (30) agreed, 7.8% (9) were neutral, 8.7% (10) disagreed and 22.6% (26) of the respondents strongly disagreed. This implied that even though few organizations had put in place technology My organization has put in place technology encourages colleagues in different locations to train and learn as a group from multiple sources very few encouraged their colleagues as well as training them.

For the opinion that My organization has adopted technology that assists it to record the locations of multiple offices and their specific kinds of knowledge 43.5% (50) strongly agreed, 34% (39) agreed, 13% (15) were neutral, 7.8% (10) disagreed and 1.7% (2) of the respondents strongly disagreed. This implied that even though few organizations had put in place technologyorganization had put in place technology encourages colleagues in different locations to train andlearn as a group from multiple sources very few encouraged their colleagues as well as training them. This implied that knowledge acquisition even though most organization recognized it as a knowledge practice but still had not be fully implemented.

Table 1: Analysis of knowledge acquisition

	Freq	40	10	0
My organization has adopted the use of technology that encourages workers to collaborate with colleagues within the firm.		30	35	**115**
	%	34.8	8.7	0.00
		26.1	30.4	**100**
My organization utilized information technology that encouraged colleagues from different locations to train and learn as one group from one source or at the same point in time	**Freq**	39	10	11
		35	20	**115**
	%			
		34	8.7	9.6
		30.4	17.4	**100**
My organization has put in place technology that encourages colleagues in different locations to train and learn as a group from multiple sources	**Freq**	40	9	26
		30	10	**115**
	%			
		34.8	7.8	22.6
		26.1	8.7	**100**
My organization has adopted technology that assists it to record the locations of multiple offices and their specific kinds of knowledge	**Freq**	50	15	2
		39	9	**115**
	%			
		43.5	13	1.7
		34	7.8	**100**

Knowledge Creation

The analysis report in the above table 4.3 indicated that 17.4% (20) of the respondents strongly agreed that their organization used Storytelling to for knowledge capturing 26.1% (30) agreed with the opinion, 17.4% (20) were neutral while 26.1% (30) of the respondents disagreed and 13% (15) strongly disagreed with their organization using Storytelling to for knowledge capturing. This implied that most organization did not value storytelling as way of creating knowledge.

In the view that organization used brainstorming as way of creating knowledge 26.1% (30) strongly agreed, 26.1% (30) agreed, 8.7% (10) neutral, 34.8% (40) disagreed and 4.3% (5) of the respondents strongly disagreed their organization used brainstorming as way of creating knowledge.

For the opinion that organization has been organizing for meetings and workshops to create knowledge 21.7% (25) strongly agreed, 26.1% (30) agreed, 13% (15) were neutral, 17.4% (20) disagreed and 13% (15) of the respondents strongly disagreed. This implied that most organization do not agree with meetings and workshops to create knowledge.

For the opinion that My organization-initiated knowledge-sharing culture to create knowledge 8.7% (10) strongly agreed, 33% (38) agreed, 34.8% (40) were neutral, 8.7% (10) disagreed and 14.7% (17) of the respondents strongly disagreed. This implied that most humanitarian organization in South Sudan did not agree organization-initiated knowledge-sharing culture to capture knowledge. This implied that Knowledge Creation even though most organization recognized the practice but still had not be fully implemented

Table 2: Analysis of Knowledge creation

My organization uses Storytelling to for knowledge creating	**Freq**	20	20	15
		30	30	**115**
	%	17.4	17.4	13
		26.1	26.1	**100**
	Freq	30	10	5

My organization uses brainstorming as way of creating knowledge		30	40	**115**
	%	26.1	8.7	4.3
		26.1	34.8	**100**
	Freq	25	15	15
My organization has been organizing for meetings and workshops to creating knowledge		30	20	**115**
	%	21.7	13	13
		26.1	17.4	**100**
My organization-initiated knowledge-sharing culture to create knowledge	**Freq**	10	40	17
		38	10	**115**
	%	8.7	34.8	14.7
		33	8.7	**100**

Knowledge Sharing

The analysis report in the above table 4.5 indicated that 30.4% (35) of the respondents strongly agreed that their organization encouraged use of social media for knowledge sharing within and outside the organization 34.8% (40) agreed with the opinion, 8.7% (10) were neutral while 17.4% (20) of the respondents disagreed and 8.7% (10) strongly disagreed with use of social media for knowledge sharing within and outside the organization. This implied that even though organization knew of knowledge sharing but they did not rely mostly in social media to share their knowledge.

In the view that organization used knowledge café as way of sharing its knowledge 17.4% (20) strongly agreed, 26.1% (30) agreed, 13% (15) neutral, 34.8% (40) disagreed and 8.7% (10) of the respondents strongly disagreed their organization used knowledge café as way of sharing its knowledge.

For the opinion that My organization has Communities of Practice as way of sharing knowledge

13% (15) strongly agreed, 21.7% (25) agreed, 17.4% (20) were neutral, 26.1% (30) disagreed and 21.7% (25) of the respondents strongly disagreed. This implied that a few humanitarians' organization had Communities of Practice as way of sharing knowledge.

For the opinion that organization used mentorship program for knowledge sharing 21.7% (25) strongly agreed, 17.4% (20) agreed, 17.4% (20) were neutral, 26.1% (30) disagreed and 17.4% (20) of the respondents strongly disagreed. This implied that most humanitarian organization in South Sudan did not agree uses mentorship program for knowledge sharing. This implied that Knowledge Sharing even though was well known organization did not implement this practice fully to enhance sustainability of knowledge management in humanitarian organizations in SouthSudan.

Table 4 Analysis of Knowledge Sharing

My organization encouraged use of social media for knowledge sharing within and outside the organization.	**Freq**	35	40	10	20	10	**115**
	%	30.4	34.8	8.7	17.4	8.7	**100**
My organization uses knowledge café as way of sharing its knowledge	**Freq**	20	30	15	40	10	**115**
	%	17.4	26.1	13	34.8	8.7	**100**
My organization has Communities of Practice as way of sharing knowledge	**Freq**	15	25	20	30	25	**115**
	%	13	21.7	17.4	26.1	21.7	**100**
My organization uses mentorship program for knowledge sharing.	**Freq**	25	20	20	30	20	**115**
	%	21.7	17.4	17.4	26.1	17.4	**100**

Knowledge retention

The analysis report in the above table 4.4 indicated that 34.8% (40) of the respondents strongly agreed that their organization had Implemented reward structures to encourage sharing of key knowledge 26.1% (30) agreed with the opinion, 17.4% (20) were neutral while 13% (15) of the respondents disagreed and 8.7% (10) strongly disagreed with their My organization having Implemented reward structures to encourage sharing of key knowledge This implied that most reward structure had slowly implemented.

In the view that My organization encourages Use of project teams and cross-functional project teams to retain knowledge 8.7% (10) strongly agreed, 13% (15) agreed, 8.7% (10) neutral, 34.8% (40) disagreed and 26.1% (30) of the respondents strongly disagreed their organization encouraged Use of project teams and cross-functional project teams to retain knowledge.

For the opinion that organization had laid down policy to retain knowledge 24.3% (28) strongly agreed, 29.6% (34) agreed, 13% (15) were neutral, 18.3% (21) disagreed and 14.8% (17) of the respondents strongly disagreed. This implied that a few humanitarians' organization laid down policies as a way of retaining knowledge.

For the opinion that My organization uses knowledge portal to retain knowledge 14.8% (17) strongly agreed, 17.4% (20) agreed, 24.3% (28) were neutral, 29.6% (34) disagreed and 14% (16) of the respondents strongly disagreed. This implied that most humanitarian organization in South Sudan did not agree uses knowledge portal to retain knowledge. This implied that knowledge retention even though was well known in organization they did not implement this practice fully to enhance sustainability of knowledge management in humanitarian organizations in South Sudan.

Table 3 Analysis of knowledge retention

My organization has Implemented reward structures to encourage sharing of key knowledge.	**Freq**	40	30	20	15	10	**115**
	%	34.8	26.1	17.4	13	8.7	**100**
My organization encourages Use of project teams and cross-functional project teams to retain knowledge	**Freq**	10	15	20	40	30	**115**
	%	8.7	13	17.4	34.8	26.1	**100**
My organization has laid down policy toretain knowledge	**Freq**	28	34	15	21	17	**115**
	%	24.3	29.6	13	18.3	14.8	**100**
My organization uses knowledge portal to retain knowledge	**Freq**	17	20	28	34	16	**115**
	%	14.8	17.4	24.3	29.6	14	**100**

Program Sustainability

The analysis report in the above table 4.6 indicated that 43.5% (50) of the respondents strongly agreed that their organization enhanced human capacity for performance sustainability 34.8% (40) agreed with the opinion, 4.3% (5) were neutral while 8.7% (10) of the respondents disagreed and 8.7% (10) strongly disagreed with enhancing human capacity for performance sustainability.

In the view that organization had enhanced strategic partnership for performance sustainability 34.8% (40) strongly agreed, 21.7% (25) agreed, 17.4% (20) neutral, 13% (15) disagreed and 13% (15) of the respondents strongly disagreed enhanced strategic partnership for performance sustainability.

For the opinion that organization encouraged resource mobilization to enhance performance

sustainability 21.7% (25) strongly agreed, 34.8% (40) agreed, 13% (15) were neutral, 17.4% (20) disagreed and 13% (15) of the respondents strongly disagreed.

For the opinion that organization used development to sustain their performance 43.5% (50) strongly agreed, 34.8% (40) agreed, 17.4% (20) were neutral, 8.7% (10) disagreed and 13% (15) of the respondents strongly disagreed. This implied that most humanitarian organization in South Sudan strongly agreed with Performance Sustainability and used all strategies to increase performance.

Program Sustainability

My organization enhances human capacity for program sustainability.	Freq	50	40	5	10	10	**115**
	%	43.5	34.8	4.3	8.7	8.7	**100**
My organization has enhanced strategic partnership for program sustainability	**Freq**	40	25	20	15	15	**115**
	%	34.8	21.7	17.4	13	13	100
My organization encourages resource mobilization to enhance program sustainability	**Freq**	25	40	15	20	15	**115**
	%	21.7	34.8	13	17.4	13	**100**
My organization uses development to sustain its performance	**Freq**	50	40	10	15	0	**115**
	%	43.5	34.8	8.7	13	0.00	**100**

Correlation Analysis

From the results, there was a very strong relationship between Knowledge Acquisition (r = 0.888, p value=0.003). The relationship was significant since the p value 0.003 was less than 0.05 (significant level). The findings are in line with the results of Gachukia (2018) that there is a very strong relationship between Knowledge acquisition and program sustainability in humanitarian organisations in South Sudan.

Moreover, findings revealed that there was a very strong relationship between knowledge creation and program sustainability in humanitarian organisations in South Sudan (r = 0.764, p value =0.002). The relationship was significant since the p value 0.002 was less than 0.05 (significant level). The findings are in line with the results of Kabenei (2016) that there is a very strong relationship between knowledge creation and program sustainability in humanitarian organisations in South Sudan.

Further, findings revealed that there was a very strong relationship between Knowledge sharing and program sustainability in humanitarian organisations in South Sudan. (r = 0.788, p value =0.002). The relationship was significant since the p value 0.002 was less than

0.05 (significant level). The findings are in line with the findings of Martikainen and Himanen (2019) that there is a very strong relationship between Knowledge sharing and program sustainability in humanitarian organisations in South Sudan.

The study findings also revealed that there was a very strong relationship Knowledge retention and program sustainability in humanitarian organisations in South Sudan (r = 0.867, p value =0.003). The relationship was significant since the p value 0.003 was less than 0.05 (significant level). The findings are in line with the findings of Golpira and Dong (2018) that there is a very strong relationship between Knowledge retention and program sustainability.

Correlation Coefficients

		Knowledge acquisition	Knowledge creation	Knowledge sharing	Knowledge retention	Program sustainability
Knowledge acquisition	Pearson Correlation	1				
	Sig. (2-tailed)					
Knowledge creation	N	52				
	Pearson Correlation	.888**	1			
Knowledge sharing	Sig. (2-tailed)	.003				
	N	52	52			
	Pearson Correlation	.764**	.294	1		
Knowledge retention	Sig. (2-tailed)	.002	.041	.040		
	N	52	52	52	52	
	Pearson Correlation	.867**	.210	.246	.243	1
Program sustainability	Sig. (2-tailed)	.003	.037	.060	.070	
	N	52	52	52	52	52

Regression Analysis Table

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.931[a]	.867	.868	0.06184

Table 5 Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.294	4	2.8235	14.86	.002
	Residual	8.943	47	.190		
	Total	20.237	51			

Table 6 Regression of Beta Coefficient and Significance

1	(Constant)	B	Std. Error	Beta		
	Knowledge Acquisition	0.253	0.088		2.875	0.001
	Knowledge creation	0.260	0.076	0.261	3.421	0.002
	Knowledge sharing	0.379	0.09	0.381	4.211	0.001
	Knowledge retention	0.332	0.068	0.333	4.882	0.003
	Program sustainability	0.356	0.089	0.358	4.000	0.001

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.867. This implied that 86.7% of the variation in the dependent variable (Program sustainability in the Humanitarian organisations in South Sudan) could be explained by independent variables (Knowledge acquisition, knowledge creation, knowledge sharing and knowledge retention). The remaining 13.3% are explained by other factors not included in this model.

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 14.86 while the F critical was 2.569. The p value was 0.002. Since the F-calculated was greater than

the F-critical and the p value 0.002 was less than 0.05, the model was considered asa good fit for the data. Henceforth, it can be used to predict the Knowledge management practices and program sustainability on humanitarian organisations in South Sudan.

According to the results, Knowledge acquisition has a significant effect on program sustainability in the humanitarian organisations in South Sudan β_1=0.260, p value= 0.002). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05. The findings are in line with the results of Gachukia (2018) that there is a very strong relationship between knowledge acquisition and program sustainability.

The results also revealed that Knowledge creation has a significant effect in the program sustainability in humanitarian organisations in South Sudan. β1=0.379, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the results of Kabenei (2016) that there is a very strong relationship between Knowledge creation and program sustainability.

Furthermore, the results revealed that Knowledge sharing has a significant effect on program sustainability in the humanitarian organisations in South Sudan. β1=0.332, p value= 0.003). The relationship was considered significant since the p value 0.003 was less than the significant level of 0.05. The findings are in line with the findings of Martikainen and Himanen (2019) that there is a very strong relationship between knowledge sharing and program sustainability.

In addition, the results revealed that Knowledge retention has a significant effect on program sustainability inn humanitarian organisations in South Sudan. β_1=0.356, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Golpira and Dong (2018) that there is a very strong relationship between Knowledge retention and program sustainability.

Conclusion

Based on the above findings, the study concludes that knowledge management practices enhanced program sustainability in humanitarian organizations in South Sudan

These knowledge management practices include Knowledge Acquisition, knowledge creation, knowledge sharing and knowledge retention. When implementing Knowledge Management, organization should consider these key practices in order to ensure the important knowledge is retained for future reference. In the current century most organization especially international organizations use technology that allows them to record the geographical locations of their firm, capturing information such as the employees, specific systems or databases of specific types of knowledge. In addition, that organizations use technology to enable employees train as one group from multiple sources and at different points in time. However, they could improve on technology that enables colleagues from different locations to train as one group from a single source and at one point in time. More importantly, there was significance shown on encouraging on-the job training, therefore putting emphasis on the role of knowledge in organization success. The study concluded that colleagues in humanitarian organizations in South Sudan should effectively communicate not only within their departments but also with members of other departments on their areas of responsibility. The study knowledge management practices had the greatest effect on the program sustainability of humanitarian organizations.

Recommendations

The study recommends that the humanitarian organizations in South Sudan should enhance practice of knowledge acquisition through collaborations and consulting. Acquiring relevant knowledge enabled the organizations to obtain critical knowledge to support its survival and competitiveness (Rusly et al., 2015). It would be important to managers to enable them to obtain experience and

other expertise from a knowledge expert to solve a particular problem, Agarwal and Tanniru (1990)

On knowledge creation, the study recommended that organizations should have encourage job shadowing by scheduling days with employees to spend with the people they'll one day succeed so they learn the ins and outs of the job also to have mentorship and increase responsibilities to more experienced workers.

On knowledge sharing, the study recommended that organizations should come up with Knowledge sharing strategies in order to enhance quick decision-making, problem-solving technique

On retention of knowledge, the study recommended that humanitarian organizations should build knowledge retention into the company culture from day one, not the last day, of an employee's tenure.

REFERENCES

Amin. E. (2005). Social science research*: Conception, methodology and analysis*.Makerere University.

Arun Kumar, Dr. A. (2017*).* Knowledge Retention*: A Key Attribute in Organizational Growth. Advances in Applied Science Research* (UGC Sr No. 5521). 8. 1-9.

Abuaddous et al., (2018) *The Impact of Knowledge Management on Organizational Performance, international Journal of Advanced Computer Science Applications* 9(4)

Abu Bakar, Yusof and Tufail (2016), *Effect of knowledge management on growth performance in construction industry*

Adaileh et al. (2018) *The impact of organizational culture on Knowledge Sharing: Thecontext of Jordan's Phosphate Mines Company.*

Agarwal, R. and Tanniru, M. R. 1990. Knowledge acquisition using structured interviewing: *an empirical investigation*. Journal of Management Information Systems,123-140.

Blumberg, Cooper, Schindler (2014) *Business Research Method's* (4th Ed) Ebook

Bodkin, A., Hakimi, S. (2020). Sustainable by design: *a systematic review of factors for health promotion program sustainability. BMC Public Health.*

Brymann, Cramer (2009). Quantitative data analysis with SPSS 14,15 and 16*: a guide for social scientists*

Becerra-Fernandez, I., & Sabherwal, R. (2015). *Knowledge management: Systems and processes*.

Canonico, P., Soderlund, J., De, N. E., & Mangia, G. (2013). Special issue on organizational mechanisms for effective knowledge creation in projects*: Guest editorial*. *International Journal of Managing Projects in Business, 6 (*2), 223-235.

Corbett, S., Fikkert, B., Perkins, J., & Platt, D. (2014). When Helping Hurts*: How to Alleviate Poverty Without Hurting the Poor ... and Yourself.*

Cook, Chen & Caballers, (2021) *Knowledge management and humanitarian organizations in the Asia pacific and future pathway.*

Chigada, J., & Ngulube, P. (2016*). A comparative analysis of knowledge retention strategies at selected banks in South Africa. Business Information Review*, 33(4), 221– 227. https://doi.org/10.1177/0266382116683892.

Creswell, J. W. (2013). Research design*: Qualitative, quantitative, and mixed methods approach. Sage publications.*

Cherkos & Kassaneh (2021). Knowledge Management Practices for Sustainable Supply Chain Management*: A Challenge for Business Education. Sustainability* 13(5):2956 DOI:10.3390/su13052956

Dumitriu, P. (2016). *Knowledge Management in the United Nations System*, JIU/REP/2016/10, Joint Inspection Unit, Geneva, Switzerland.

Ekambaram, A, H Bull-Berg, A. O Sorensen, and N.O. E Olsson. (2018). *The Role of Big Data and Knowledge Management in Improving Projects and Project-Based Organizations*." *Procedia Computer Science*. 138 (1): 851-858.

Epstein, M.J., Rejc, A., Elkington, J. & Leonard, H.B. (2014). Making sustainability work*: best practices in managing and measuring corporate social, environmental, and economic impacts, 2nd edition, Greenleaf Publishing/Berrett-Koehler Publishers, San Francisco.*

Erden, Z., Klang, D., Sydler, R., & Von Krogh, G. (2014). *Knowledge-flows and firm performance.* Journal of Business Research, 67(1), 2777–2785.