

**SOURCING DECISIONS, KNOWLEDGE TRANSFER, AND ORGANISATIONAL
PERFORMANCE IN WORLD FOOD PROGRAMME: EMPIRICAL EVIDENCE
FROM SOUTH SUDAN**

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M22M40/001

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF SCIENCE
IN PROCUREMENT & SUPPLY CHAIN MANAGEMENT OF UGANDA CHRISTIAN
UNIVERSITY**

September, 2025



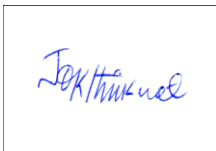
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DECLARATION

I, Alaar John Manyok, certify that this dissertation titled “Sourcing Decisions, Knowledge Transfer and Organizational Performance in World Food Programme: Empirical Evidence from South Sudan” is my own original work that has not been submitted for assessment to any other University/ Higher Education Institution (HEI) for award. I have acknowledged material that has been used in this proposal development.

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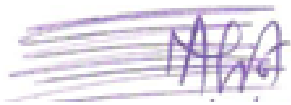
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APPROVAL

This is to certify that this dissertation titled; ‘‘*Sourcing Decisions, Knowledge Transfer and Organizational Performance in World Food Programme: An empirical evidence from South Sudan*’’ has been prepared under my guidance and is ready for submission for the Master of Science in Procurement and Supply Chain Management degree of Uganda Christian University.



Signature

Date: **September 14, 2025**

Mr. Robert Agwot Komakech

Supervisor

DEDICATION

This dissertation is dedicated to all those who contributed to my study. They have motivated me to improve continually.

Thank you for your tireless support!

ACKNOWLEDGEMENT

I am extremely grateful to God for granting me life and the personal support I needed to complete my studies. I sincerely thank Mr. Robert Agwot Komakech for his invaluable support, guidance, and dedicated mentorship during my research endeavors. This achievement would not have been possible without his unwavering assistance.

I am also extremely appreciative to my wife, Arew Anyieth, and my children, Ayii Alaar, Ayuen Alaar, Anyieth Alaar, and Manyok Alaar, for their constant support and understanding during my academic journey. Through both major and minor actions, their support has had a tremendous positive impact. I owe my friends a huge debt of appreciation, especially Makur Akuei, Monydit Bol, and Atem Garang, who stood by me at every stage of my journey. The strength I have found comes from your friendship and continued encouragement.

I sincerely thank my younger brothers Buol Jacob, Malou David, and Adier Simon for their patience and understanding whenever I could not fully support them because of my schoolwork. The assistance and creative input you provided throughout my dissertation writing process proved to be fundamental. Finally, I express deep gratitude to everyone who walked with me throughout this journey.

Your ideas have been instrumental to me!

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LIST OF ABBREVIATIONS/ACRONYMS

ANOVA	Analysis of Variance
CVI	Content Validity Index
IT	Information Technology
KT	Knowledge transfer
RBV	Resource-Based Review
SEM	Structural Equation Modelling
SMEs	Small and Medium Enterprises
SPSS	Statistical Package for Social Sciences
TCE	Transaction Cost Economics
WFP	World Food Program

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ABSTRACT

This study employs the Resource-Based View (RBV) and transaction cost theories as its theoretical frameworks to analyze how sourcing decisions and knowledge transfer influence organizational performance at the World Food Programme in South Sudan. Specifically, the study aims to: (a) determine the impact of sourcing decisions on organizational performance; (b) investigate how sourcing decisions affect knowledge transfer; (c) assess the influence of knowledge transfer on organizational performance; and (d) explore the mediating role of knowledge transfer in the relationship between sourcing decisions and organizational performance. A quantitative approach was used, involving a cross-sectional survey of 124 staff members from the World Food Programme in South Sudan. Data analysis was conducted using Smart PLS-SEM and SPSS. The results indicate that insourcing significantly impacts organizational performance ($\beta = 0.479, p < 0.001$), whereas outsourcing does not show a direct significant effect. Additionally, sourcing decisions strongly influence knowledge transfer ($\beta = 0.652, p < 0.001$). The findings further reveal that knowledge transfer has a significant effect on organizational performance ($\beta = 0.767, p < 0.001$), highlighting its essential role in enhancing efficiency, innovation, and client satisfaction. A mediation analysis was performed to examine how knowledge transfer mediates the relationship between sourcing decisions and organizational performance, revealing partial mediation with a VAF of 67.6%, suggesting that sourcing decisions mostly affect performance through knowledge transfer. The research contributes to strategic management, resource-based view, and transaction cost economics theories by offering practical recommendations to improve internal sourcing and knowledge transfer in humanitarian contexts. The study also suggests future research directions, including longitudinal studies and cross-sector comparative analyses.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

Given that organizations operate in unpredictable environments, there is a growing need for them to make sourcing decisions that ensure end-user satisfaction. These uncertainties stem from globalization, technological advancements, short product cycles, shifts in customer demands, regulatory frameworks, and the supply market (Chege, Kinyua, Muchemi, 2022). Furthermore, as business operations grow, organizations often prioritize non-core activities, neglecting vital aspects of the business. To address this, adopting outsourcing as a strategy can help reduce the organization's workload and free up resources to focus on core business functions (Egole, Ifeyirwa & Iheriohanma, 2020). This empirical study will examine the sourcing decision, the dynamics of knowledge transfer, and their combined impact on the World Food Program's operational effectiveness in South Sudan. Through careful analysis and empirical data, this study investigates the relationships among sourcing choices, knowledge transfer, and organizational success.

This study utilized sourcing decisions as the predictor variable, measured through outsourcing factors such as personnel, control elements, strategic components, economic factors, insourcing indicators of skills and expertise, and cost and internal capabilities. Knowledge transfer served as the mediating variable, assessed by researchers through knowledge creation, acquisition, sharing, and application. The study evaluated organizational performance as its dependent variable, using indicators of financial performance, market performance, client satisfaction, and cost efficiency. There are five chapters in this report: In the first chapter, the study's background, problem statement, purpose, specific objectives, research questions, significance, and rationale are

presented, followed by the study's scope. Chapter two presents a literature review examining sourcing decisions, knowledge transfer, and organizational performance. The researcher outlines their data collection and analysis methods in chapter three to reach meaningful conclusions. The display of analytical results and data analysis are both covered in Chapter 4. Chapter 5 concludes with results, discussions, conclusions, and implications for the study.

1.2 Background to the study

Four (4) viewpoints comprise the basis of this study: historical, theoretical, conceptual, and contextual.

1.2.1 Historical background

Humanitarian organizations heavily depend on sourcing decisions and knowledge transfer processes to achieve their desired performance levels in complex operational environments. New performance evaluation methods started to emerge during the 1960s and 1970s, as noted by Uwamahoro (2019). During this period, organizational performance relied on how effectively a company utilized its business environment to acquire limited resources (Yuchtman & Seashore, 1967). Organizations gauged success by their ability to manage resources and control processes efficiently. A business develops superior skills in navigating market forces and environmental challenges through competitive advantage, which is a key element. Organizations make sourcing decisions and implement knowledge transfer mechanisms to improve financial performance while increasing market share, customer satisfaction, and promoting sustainability and innovation, as stated by Lysons & Farrington (2006).

The study by Arokkodar and Asikhia (2020) demonstrates how organizations can achieve continuous performance enhancements by measuring financial results like profit after tax, return

on assets, return on equity, net income margin, and return on investment. The current business environment views sourcing decisions as essential for organizational survival, according to Scholl & Carlson. Shiyong (2009) found that multinational corporations often outsource portions of their business activities. The small internet startup China Yellow Pages, which later became Alibaba, hired a U.S. company to develop its websites because of their greater experience and expertise. Through this strategic decision, Alibaba enhanced its performance and became a globally recognized enterprise. The Kodak Company contracted International Business Machines (IBM) to manage its computing needs, reducing operational costs and improving system quality (Hey, 2009).

The research by Wißotzki, Timm, Wiebring, and Koç (2014) established that IT sourcing choices have an essential part to perform in enhancing corporate value and attaining competitive Richard et al. (2019) looked at how strategic sourcing affected the Acacia Premier Hotel in Kisumu's organizational performance and confirmed that sourcing decisions lead to lower operational costs and improved performance. Korir et al. (2017) concluded that strategic sourcing management leads to better organizational performance outcomes. The study demonstrates that sourcing decisions, alongside knowledge transfer, serve as critical factors in boosting World Food Programme performance based on empirical evidence from South Sudan.

1.2.2 Theoretical background

The guiding theories for the study were the Resource-Based View theory (RBV) (Barney, 1991) and Transaction Cost Economics Theory (TCE) (Williamson, 1975). The study selected these two theories because their cost constructs and resource factors play a pivotal role in the research. The transaction cost economics theory emphasizes costs as the primary factor influencing the decision

to outsource. Insourcing highlights the resources, such as personnel and physical assets, that influenced the decision to outsource.

1.2.2.1 Transaction Cost Economics Theory.

In 1937, Coase introduced the transaction cost theory of sourcing, demonstrating that outsourcing functions can reduce business expenses. Several factors related to a firm's transactions contribute to increased transaction costs, such as investments in durable assets specific to the firm, transaction inefficiency, task complexity and uncertainty, a lack of performance measurement tools, and transaction interdependence. Williamson developed transaction cost economics (TCE) theory between 1975 and 1981 to explain how businesses manage costs by establishing organizational boundaries. Williamson argues that the primary function of organizations is to manage relationships and transactions rather than to produce goods. The transaction serves as the basic analytical unit for understanding organizational operations because it represents the transfer of valuable resources between entities.

Williamson (1975) lists five transaction characteristics that are crucial for selecting the best organizational structure among market hierarchies and cooperative arrangements. These include frequency, asset specificity, demand uncertainty, limited rationality, and opportunistic conduct. According to this theory, companies adopt outsourcing as a strategy to lower transaction costs (Igew, 2021). Austin-Egole & Iheriohanma (2020) note that the theory explores how environmental factors interact with human traits to reduce organizational transaction costs. Agburu Anza & Iyortsuun (2017) argue that businesses may opt for outsourcing solutions for tasks they can handle internally if externalization results in lower total expenses, including contract-related costs.

Several academics express doubts about the credibility and reliability of transaction cost economics. Sturgeon & Lee (2001) suggest that decisions between organizations based solely on transaction costs might undermine the cooperative advantages and transactional value of inter-firm collaboration. This theory is significant in this research because it emphasizes cost analysis and evaluating options as essential tools for companies to make informed outsourcing choices. Research findings by Igew (2021), Hopewood (2018), and Agburu et al. (2017) indicate that transaction cost economics theory helps to reduce transaction costs by developing strategic measures in sourcing decisions, such as outsourcing, through a robust governance framework. Agburu and their team applied transaction cost economics theory in 2017 to demonstrate how transaction costs can decrease by implementing strategies that address sourcing decision costs, like outsourcing, through strong governance structures. The core assumptions of the theory, according to Brewer, Wallin & Ashenbaum (2014), include behavioral expectations regarding opportunism and rationality limitations, as well as transaction characteristics such as asset specificity and aspects of frequency, unpredictability, and complexity. It is vital to merge the resource-based view with TCE because existing critiques highlight TCE's outsourcing logic as inadequate. The limitations in Sturgeon & Lee's (2001) findings led Holcomb & Hitt (2007) to propose integrating TCE with RBV for a more comprehensive understanding of sourcing choices.

1.2.2.2 Resource-based view theory (RBV)

Barney (1991) developed the Resource-based View Theory (RBV), which remains a foundational theory in strategic management and has extensive application in operations and supply chain research. Barney (1991) states that an organization's internal resources are the main factors driving profitability and competitive advantage. RBV asserts that strategic success depends on a firm's internal capabilities and unique resources. Barney (1991) claimed that organizations need

resources and capabilities that are hard to replicate, unusual, precious, and non-replaceable in order to maintain a competitive edge. Researchers such as Wernerfelt (1984), Barney (1991), Eisenhardt & Martin (2000), and Komakech, Ombati, Kikwatha, & Wainaina (2024) categorized resources as either tangible or intangible and commonly grouped them into three main types: organizational resources, organizational capital resources and physical capital resources. Organizations face high costs and challenges when acquiring resources but must assess their human resources, technology, equipment, and other assets to leverage them for a competitive advantage effectively. Teece (2015) emphasized that complementary assets and resources are crucial in supporting a firm's core technology, especially when adapting to changes in the external environment. Dynamic capabilities can be replicated among companies, but their competitive advantage arises from resource configurations rather than the capabilities themselves (Eisenhardt & Martin, 2000).

Penrose (2009) developed the RBV to provide a framework for firms to manage resources while optimizing diversification strategies and productive opportunities. The research introduced the idea that a company is a synchronized group of resources that work together to achieve its objectives and strategic activities. The RBV prioritizes internal organizational resources over external approaches to develop strategies for determining organizational success or failure, (Kozlenkova, Samaha, & Palmatier, 2014). This theory offers essential insights for the study by illustrating the importance of internal resource efficiency. Organizations that adopt this approach can make strategic choices that optimize external costs while reducing control loss and minimizing supplier dependency.

1.2.3 Conceptual background

This study had three (3) key concepts namely, sourcing decisions, knowledge transfer and organizational performance as discussed below.

1.2.3.1 *Sourcing decisions*

Organizations use outsourcing to improve efficiency by delegating non-core tasks to external vendors, allowing them to concentrate on their key competencies (Nwokocha & Iheriohanma, 2012). This strategy lets organizations access specialized skills, enhance service delivery, and better manage costs (Egole, Ifeyinwa & Iheriohanma, 2020). An organization opts for insourcing when it chooses to keep or regain control of activities internally because internal skills, quality assurance protocols, or strategic leadership are deemed essential, according to Damanpour et al. (2020) and Grela & Hofman (2021). Scholars describe insourcing as a strategic managerial choice focused on building internal capabilities and aligning operational goals, according to Hirschheim & Lacity (2000). This research measures sourcing decisions by assessing outsourcing through cost analysis, strategic alignment with staff and risk, and insourcing through internal skills and technical expertise alongside cost considerations.

Organizations must make strategic sourcing decisions that determine whether to perform activities in-house through insourcing or to engage external parties through outsourcing. Historically, organizations have based sourcing decisions on transaction cost economics while considering strategic alignment and resource allocation (Scholl & Carlson, 2006). Jarvenpaa (2024) explains that sourcing is a key organizational choice about whether to delegate activities externally or keep them internal, while also identifying which tasks should be outsourced and choosing external partners. Both the type of transaction and vendor-buyer capabilities influence the sourcing decision

process, according to research from Kotlarsky et al. (2018) and Lacity et al. (2017). The final decision primarily depends on an assessment of service complexity, cost structures, technical expertise, and prior experience.

1.2.3.2 Knowledge transfer

The concept of knowledge transfer is a fundamental element of sourcing that strengthens organizational learning and enhances operational performance. As Krough et al. (2000) state, knowledge transfer promotes the development and spread of knowledge throughout various parts of an organization. Kumar and Ganesh (2009) explain knowledge transfer as occurring when one agent exchanges explicit and tacit knowledge with another to enable the effective use of that knowledge. Knowledge exchanges maintain organizational continuity, particularly in outsourcing situations where valuable institutional knowledge is at risk of being lost. The effectiveness of this process relies on how well the organization's culture aligns with leadership principles and social network interactions, according to APQC (1999). Drawing from Parent, MacDonald & Goulet (2014) and Boy et al. (2017), this study conceptualizes knowledge transfer through four dimensions: creation, acquisition, sharing, and application, underscoring its essential strategic function for insourcing and outsourcing setups.

1.2.3.3 Organizational performance

The Performance of the organization is the outcome variable, representing how effectively an organization achieves its strategic goals through resource utilization. Cousins, Lawson, and Squire (2006) measure organizational performance based on results achieved within defined timeframes, while other scholars emphasize market outcomes and financial returns in addition to key

dimensions such as innovation and sustainability (Lumpkin & Dess, 2006; Taouab et al., 2019). Organizations have recently begun recognizing financial and non-financial measures (like customer satisfaction and internal process efficiency) as essential performance indicators (Duric & Topler, 2021; Zahra, 2009). Accordingly, this study assesses organizational performance through four key dimensions: financial performance along with sustainability initiatives, innovative activities, market performance metrics, and client satisfaction levels.

1.2.4 Contextual background

This research was conducted within the World Food Programme's operations in South Sudan, where ongoing humanitarian issues threaten food security and nutrition levels. Since 1963, the World Food Programme has operated in South Sudan through emergency relief efforts, school meal programs, and resilience-building initiatives, as outlined in its Strategic Plan for 2022–2024. The agency delivers life-saving food assistance swiftly and efficiently as its primary mission while overseeing support functions, including logistics, storage, and facility management. The WFP has turned to third-party providers to handle non-core services and maintain its focus on primary objectives, according to its 2018 Annual Report. Despite its strategic outsourcing initiatives, the organization faces persistent delivery delays and rising operational costs while its response capability diminishes due to logistical inefficiencies (WFP South Sudan Situation Report, 2023). The performance and long-term viability of WFP interventions are increasingly concerning due to budget reductions combined with escalating humanitarian demands. Considering these current circumstances, the study analyzes how sourcing choices (outsourcing and insourcing) and knowledge transfer dynamics impact organizational performance at the World Food Program in

South Sudan. The study aims to produce strategic insights for more context-responsive sourcing policies in humanitarian operations by analyzing the interactions between these constructs.

1.3 Statement of the problem

The sourcing decisions within the World Food Programme are closely connected to strong knowledge transfer mechanisms, which together improve organizational performance. According to Kumar & Pant 2015, successful outsourcing relies heavily on effective knowledge transfer practices and their impact on organizational results. In South Sudan, the World Food Programme (WFP) adopted an outsourcing strategy to meet donor requirements and focus on core activities such as food and relief distribution. The outsourced tasks to third-party logistics providers and other service providers include transportation, cleaning, security, and handling services. Although this approach aimed to improve financial performance, market results, innovation, sustainability, and customer satisfaction, WFP has not seen the expected progress. The organization still faces delays in these services, which negatively affect the distribution of both relief and non-relief items (World Food Programme Situation Report, 2021). These delays have driven up operating costs, impacting overall performance and forcing reactive responses to emergencies (Country Brief September 2023). If these issues are not addressed, operating costs will likely continue to rise, causing underperformance. This research focuses on examining how knowledge transfer influences the relationship between sourcing decisions and organizational performance of WFP in South Sudan.

1.4 Purpose of the study

This study aimed to examine the effect of knowledge transfer on the relationship between sourcing decisions and organizational performance in the World Food Programme, using empirical evidence from South Sudan.

1.4.1 Specific objectives

- i. To establish the effects of sourcing decisions on organizational performance at the World Food Programme using empirical evidence from South Sudan.
- ii. To examine the effects of sourcing decisions on knowledge transfer in World Food Programme using empirical evidence from South Sudan.
- iii. To establish the effects of Knowledge transfer on organizational performance in World Food Programme using empirical evidence from South Sudan.
- iv. To determine the mediating effects of knowledge transfer on the relationship between sourcing decisions and World Food Program's organizational performance using South Sudan's empirical evidence.

1.5 Research Hypotheses

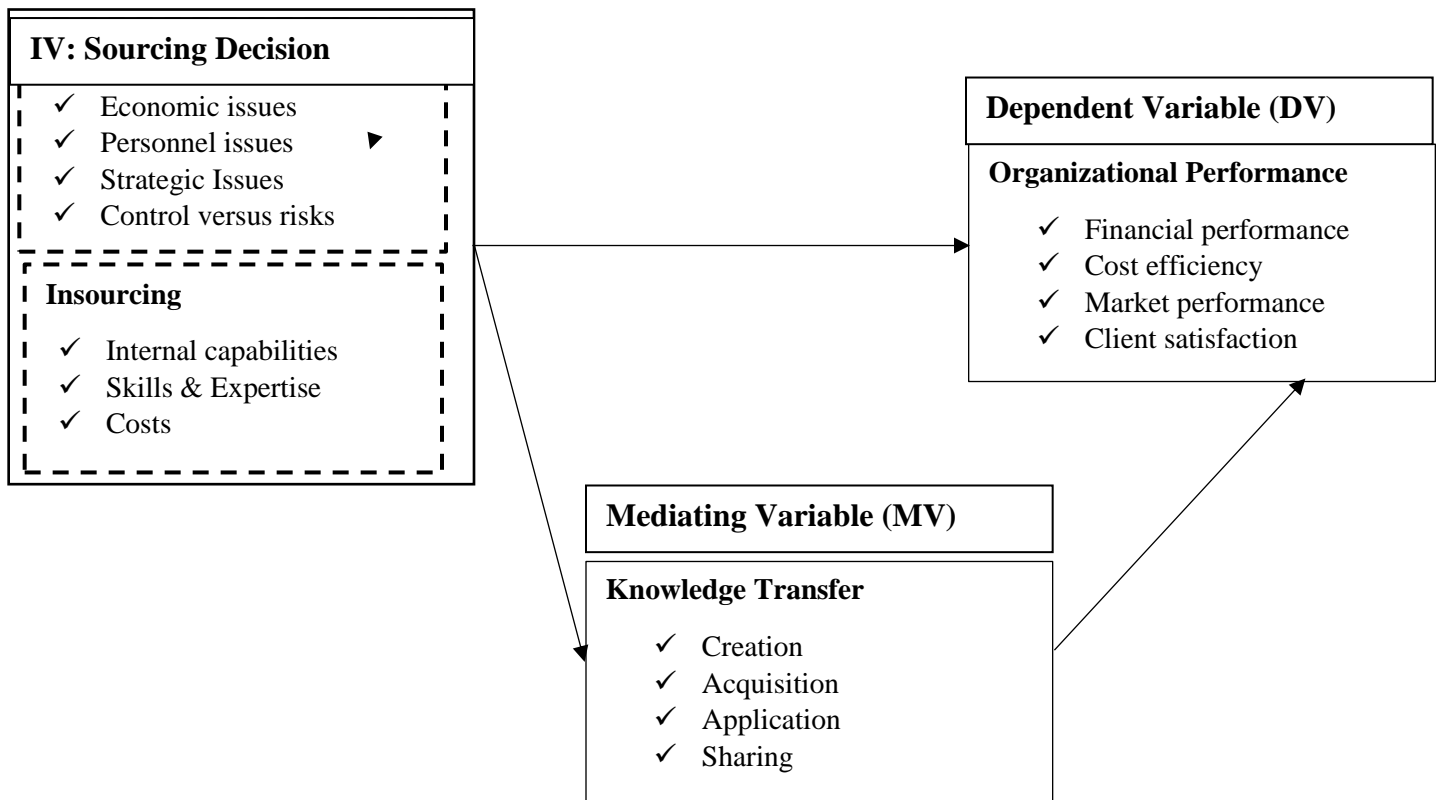
- i. There is a significant effect of sourcing decisions on organizational performance in the World Food Programme
- ii. Sourcing decisions significantly affect knowledge transfer in the World Food Programme
- iii. Knowledge transfer significantly affects the organizational performance of the World Food Programme
- iv. Knowledge transfer significantly impacts the relationship between sourcing decisions and the organizational performance of the World Food Programme.

1.6 Conceptual Framework

The conceptual framework of this study illustrates the hypothesized interrelationships among the core variables. This research framework examines how sourcing decisions serve as the independent variable impacting organizational performance through knowledge transfer as the mediating variable. The researcher adapted this framework from established models by Lumpkin and Dess (2006), Gonzales and Martins (2017), Kaplan and Norton (1992), Hanafizadeh and Zararavasan (2020), and Sousa (2024) to fit the specific context of humanitarian operations. Sourcing decisions, conceptualized through two primary dimensions of insourcing and outsourcing, represent the key predictor variable. Outsourcing decisions include personnel considerations, economic issues, strategic factors, and the trade-offs between control and risk, according to Gonzales & Martins (2017) and Sousa (2024). Insourcing requires organizations to evaluate their capabilities and technical expertise while focusing on cost efficiency and skill levels, according to Nujen et al. (2019) and Grela & Hofman (2021). Organizations view sourcing decisions as strategic choices that determine whether activities should be internalized or outsourced to external partners by evaluating comparative advantages in efficiency, competence, and control.

Knowledge transfer functions as a crucial intermediary factor connecting sourcing strategies to performance outcomes. Drawing from knowledge management theory, knowledge transfer is conceptualized through four interrelated processes: the knowledge transfer framework consists of knowledge creation/awareness, acquisition, application, and sharing processes (Kumar & Ganesh, 2009; Parent et al., 2014). Knowledge transfer operates as a mediating factor between sourcing strategies and organizational performance due to its ability to preserve and share operational know-how both within the organization and with external partners. The effectiveness of these knowledge

processes should influence how well sourcing strategies lead to performance improvements. The dependent variable, organizational performance, is evaluated through financial and non-financial measurement indicators. Drawing from the balanced scorecard model (Kaplan & Norton, 1992) and strategic performance frameworks (Lumpkin & Dess, 2006), performance is assessed through four dimensions: financial performance, client satisfaction levels, cost efficiency, and market performance outcomes. These dimensions represent organizational goals and enable adaptation to environmental changes while producing value for stakeholders in humanitarian and operational settings. Therefore, the framework suggests that organizational performance will benefit from effective sourcing decisions involving insourcing and outsourcing when efficient knowledge transfer processes enhance these decisions. Organizations that combine well-executed outsourcing strategies with effective knowledge acquisition and sharing processes can achieve better market reach, enhanced service quality, and improved cost efficiency, and vice versa.



Sources: *Adopted from Lumpkin & Dess, (2006); Gonzales & Martins (2017); Kaplan & Norton (1992); Hanafizadeh, & Zareravasan (2020) and Sousa (2024) and modified by Researcher*

Figure 1: A conceptual framework indicating the relationship between, sourcing decisions, knowledge transfer and organizational performance

1.7 Justification of the study

The literature study confirms that several scholars have examined sourcing decisions, but gaps remain. For example, Jarvenpaa (2024) studied sourcing decisions data for data-driven applications and found that data sourcing is a strategic issue requiring an organizational learning perspective. The study employed a longitudinal method for its design, while this study adopted a descriptive research design. Although Akpa, Nnorom, Asikhia, and Akinlabi (2020) found that knowledge management is an essential tool for raising levels of innovation and job satisfaction in organizations, their research concentrated on how knowledge management—which involves sharing and creating knowledge—affects organizational performance, specifically innovation and job satisfaction, in a few chosen food and beverage companies in Lagos State, Nigeria. This other component of knowledge management, like knowledge acquisition and application, was not addressed, highlighting the need to study their effects on organizational performance. The World Food Programme continues to face increased operational costs despite the sourcing decisions undertaken (World Food Programme Regional Report, 2021). To address this recurring problem, there is a need to explore how sourcing decisions and knowledge transfer influence the performance of the World Food Programme. Additionally, limited research has been given to understanding how sourcing decisions and knowledge transfer influence organizational performance. Although numerous studies have explored the link between sourcing decisions/

strategies and performance outcomes, the role of knowledge transfer as a mediating factor within the relationship remains unexplored. This gap, therefore, highlights the importance and relevance of the current study.

1.8 Significance of the Study

The study is expected to offer benefits to the organization by identifying outsourcing strategies that can enhance productivity and lower operational costs. Effective outsourcing decisions can potentially strengthen operational efficiency and general performance of the supply chain. The results of This investigation will support management in formulating informed policies that optimize outsourcing practices, thereby enhancing productivity and improving service delivery. Moreover, the study the research is anticipated to contribute meaningfully to the current body of knowledge by offering fresh insight into the relationships between sourcing decisions and their effect on organizational performance. It will also be a foundation for future scholars and researchers to conduct further investigations. It would help humanitarian organizations concerned that their staff will benefit from this study, as the findings would be used to cut costs and optimize their understanding of which activities to outsource (the staff includes procurement managers, fleet coordinators, donation planning managers, operations managers, or their equivalents in the NGO sector).

1.9 Scope of the study

The study's scope was categorized into three main components: content, geographical, and time scope.

1.9.1 Content scope

The researched focused primarily on four research objectives that include the influence of sourcing decisions (outsourcing and insourcing) in the World Food Programme; sourcing decisions and knowledge transfer in the World Food Programme, knowledge transfer and the World Food Programme's organizational performance, and knowledge transfer mediating role in shaping the impact of sourcing decisions and organizational performance in the World Food Programme, with empirical evidence from South Sudan.

1.9.2 Geographical scope

The research took place at the World Food Programme in South Sudan because WFP had sufficient non-core activities in the area that were currently being sourced in-house. Therefore, making an outsourcing decision could enhance the organization's performance. The activities being implemented by the World Food Programme include nutrition for pregnant and breastfeeding women and children under five years. Other activities consist of livelihood programs, school feeding, food assistance for beneficiaries, and logistics support to other humanitarian organizations in the form of air and road transport (South Sudan Annual report 2023-2025).

1.9.3 Time scope

The research covered the time from 2014 to 2024. The time was chosen to facilitate a thorough examination of the sourcing decisions, knowledge transfer practices, and World Food

Programme's organizational performance in South Sudan. The study aimed to capture significant events and developments that are pivotal in understanding the challenges and successes of WFP's operations. The research project took six months to collect data and write the report.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focused on the literature on sourcing decisions, knowledge transfer, and organizational performance. This is presented according to study objectives, with literature gaps summary provided at the end.

2.2.1 Sourcing Decisions and Organizational Performance

Scholars (like Richard et al., 2019; Grela et al., 2021; Muyesu & Kimaku, 2023; Kinuthia, 2023; Sayın & Eroğlu, 2025) extensively explore sourcing decisions across various sectors, including dairy, hospitality, and logistics. However, the research remains context-sensitive and lacks information about organizations like the World Food Programme (WFP) operating in South Sudan. Research indicates that organizational performance benefits from outsourcing, as it achieves both operational efficiency and cost reduction. Olalekan et al., (2025) study examined outsourcing and organizational performance of listed consumer goods' firms in Lagos State. The finding indicate that outsourcing contributes positively to organizational performance by enhancing cost efficiency, expanding market reach and improved risk management. The study focused on goods leaving out services which also affect organizational performance and this left a gap that has encourage the researcher to under this current study

Sayın & Eroğlu (2025) revealed that outsourcing interactions involving communication quality and information sharing led to improved business performance for firms in Turkey's logistics sector. Contributing to the same debate, Muyesu & Kimaku (2023) showed that IT and market process outsourcing led to improved performance in Kenya's airline industry. The existing research concentrates on private-sector organizations prioritizing profit maximization while neglecting how outsourcing affects humanitarian organizations that measure success through sustainability, client

satisfaction, and operational resilience. Furthermore, the existing literature overlooks internal capability development and knowledge transfer as factors mediating the results of outsourcing, which the current study seeks to explore.

Misukka (2024) found that bringing transportation operations back in-house heightened organizational reputation while enhancing operational flexibility within the construction sector. On the other hand, Richard et al. (2019) demonstrated that sourcing strategies (like single, multiple, or delegated sourcing) can boost organizational performance by reducing operational costs and improving service delivery. Similarly, Fabian et al. (2023) study showed that Nigerian investment banks experience improved corporate performance through outsourcing. The reviewed research treats sourcing decisions as fixed choices instead of adaptive processes shaped by internal learning and knowledge absorption within contextual contingencies. The current study addresses this limitation by using knowledge transfer as a mediating element to explore how internal knowledge dynamics influence the impact of sourcing decisions on organizational performance.

On the contrary, Uwamahoro (2019) and Korir (2017) present inconsistent outcomes regarding how outsourcing affects performance. For example, Uwamahoro (2019) revealed that outsourcing had minimal impact on productivity levels within Rwanda's telecom and manufacturing sectors, indicating that simply outsourcing will not automatically lead to better performance. Meanwhile, Korir (2017) highlighted the significance of strategic material sourcing but failed to investigate the potential effects of knowledge management techniques on sourcing results. The study reveals the essential role of internal organizational processes like knowledge creation and application as necessary complements to outsourcing decisions.

The literature further presents that outsourcing leads to operational efficiency and cost reduction but simultaneously weakens innovation capabilities and organizational control (Nyameboame &

Haddud, 2017; Masinga & Kiarie, 2014). The dual nature of sourcing decisions requires an analysis of intermediary processes like knowledge transfer to fully comprehend the relationship between sourcing and performance. These studies only identify the existing tensions but fail to systematically investigate knowledge transfer as a mediator between sourcing decisions and performance outcomes, which this study aims to address in humanitarian operations.

Yeboah (2013) study on the banking and insurance industries showed that outsourcing did not significantly impact productivity but did create positive links with competitive advantage and quality. The positive impacts of sourcing decisions depend on specific operational objectives and the organizational context, which necessitates dedicated research focused on these contexts. This study presents essential empirical findings by adapting the sourcing-performance examination for WFP's specialized priorities, which focus on effectiveness and accountability within a humanitarian environment rather than financial metrics.

2.2.2 Sourcing Decisions and Knowledge Transfer

Research demonstrates that the choices companies make about sourcing have substantial effects on their knowledge management environment. Ibrahim et al. (2023) study explored outsourcing models for SMEs, or small and medium-sized businesses and demonstrated substantial supply chain efficiency improvements through enhanced resources, skilled personnel availability, superior service quality, and reduced costs. The study also showed enhanced performance through external capabilities but focused exclusively on commercial SMEs and did not investigate the impact of sourcing decisions on knowledge development within humanitarian organizations which depend on organizational learning and resilience.

Similarly, Noruzy et al. (2013), who used structural equation modeling, revealed knowledge management techniques such as creation, acquisition, sharing, and storage dramatically influence organizational performance in SMEs. Effective knowledge processes determine the extent to which organizations achieve financial success, drive innovation, enhance employee performance, and increase customer satisfaction. However, their research lacks a direct connection between sourcing decisions and knowledge practice enhancement and avoids focusing on humanitarian organizations working in resource-limited dynamic environments such as South Sudan. The goal of this study is to close the current gap by investigating how sourcing choices between insourcing and outsourcing indirectly support knowledge transfer processes that enhance organizational performance.

Research based on knowledge management principles demonstrates how organizational knowledge contributes to the effectiveness of sourcing strategies (Bustinza, 2010). Organizational learning capabilities and knowledge resources determine how much benefit organizations can gain from outsourcing. The author's insightful analysis faced constraints from methodological weaknesses, which included unclear sampling procedures and research design, as well as an unspecified study location that limited the findings' generalizability. Although the study looked at service industries, it failed to address knowledge transfer challenges specific to humanitarian settings, which require quick integration and adjustment of external knowledge in unstable field environments.

Zheng et al. (2017) study has demonstrated that knowledge sharing mediates the relationship between leadership behaviors and organizational innovation. On the other hand, Nguyen et al. (2018) shows that organizational performance benefits from significant improvements through

cross-functional knowledge exchange. These results together demonstrate that effective knowledge flows serve as essential pathways between organizational strategies and resulting performance outcomes through which sourcing decisions operate. The research primarily examines how knowledge flows operate within stable commercial settings but fails to investigate how external sourcing decisions affect knowledge transfer in dynamic humanitarian environments.

The study by Lee (2020) looked at the distinct mediating effects of trust and knowledge sharing on organizational performance, showing that formal and informal knowledge-sharing practices build trust, which results in improved labor productivity and sales. The research conducted with fashion Hong Kong firms confirmed that effective knowledge transfer depends on relational mechanisms. The study results originate from competitive business sectors, which stand in fundamental contrast to humanitarian organizations, where collaboration and transparency, together with knowledge continuity, take precedence.

2.2.3 Knowledge Transfer and Organizational Performance

Researchers recognize knowledge transfer as a crucial influence on organizational performance. Sangalang et al. (2024) discovered that the Internet of Things (IoT) technology enhances knowledge generation, storage capabilities, and sharing methods, which in turn boosts operational efficiency and service quality across various industries in the Philippines. Their qualitative embedded cross-case analysis yielded insightful results but remains limited in humanitarian applications due to its focus on technological environments and qualitative data gathering methods. This uses a quantitative methodology that yields broader generalizations suitable for applications in the humanitarian sector. Almuayad et al. (2024) investigated how knowledge application and storage affect bank performance in Yemen, demonstrating that fintech innovation

serves as a mediating factor. The researchers found that performance benefits significantly from both knowledge application and storage. While previous research explored only two dimensions of knowledge transfer in banking, this study broadens the scope to encompass knowledge sharing as well as creation, application, and acquisition. Akpa & Nnorom (2020) revealed that knowledge management practices yield mixed results for both innovation and employee contentment because various knowledge processes affect outcomes in distinct ways. The multifaceted nature of knowledge processes underscores the importance of research that separates knowledge transfer into distinct components to evaluate their impacts on performance. In another study, Olan et al. (2019) reported that the culture of an organization is crucial.

Finally, Chowdhury et al. (2024) concentrated on the effect of industry knowledge spillovers on innovation processes within UK companies. The study established strategic knowledge investments as essential for radical innovation. Shodiya et al. (2021) research also focused on Nigerian consumer goods companies. Research has confirmed the positive impact of knowledge acquisition, sharing, and creation on performance (Shodiya et al. (2021)). In addition, the literature demonstrates positive links between knowledge sharing and acquisition and organizational performance within engineering and SME sectors (Shonubi et al., 2020; Gatuyu et al., 2020). This research deviates from commercial organizations toward humanitarian ones to broaden insights on knowledge transfer within different operational contexts.

2.2.4 Knowledge Transfer, Sourcing Decisions, and Organizational Performance

The body of research investigating how knowledge transfer operates between sourcing decisions and organizational performance remains unexplored. Banti (2025) studied how organizational performance is enhanced by knowledge management through organizational innovation in

Ethiopia's private banking sector. The research results showed substantial mediation effects of organizational innovation on the connection between knowledge management and organizational performance. Abu Elnasr et al. (2025) conducted research on how effective knowledge management practices improve university performance by utilizing administrative innovation. Their structural equation model analysis demonstrated that knowledge management leads to increased innovation and improved university performance. The current study deviates from the previous studies and adopts a purely quantitative approach while focusing on a humanitarian setting to explore operational knowledge dynamics at the WFP.

Bagorogoza et al. (2024) demonstrated how knowledge management mediates high-performance frameworks and organizational outcomes in Uganda's financial institutions. Their research provided key evidence regarding knowledge mediation but focused on financial institutions and broad performance structures, contrasting with the specific sourcing decisions examined in this study. While prior research analyzed multiple institutions, this study concentrates exclusively on the WFP to conduct an in-depth analysis of one organization. Qadri et al. (2024) studied how knowledge creation, storage, and sharing acted as mediators between organizational learning processes and performance outcomes during crises. The study highlights knowledge processes as crucial to enhancing resilience. However, they did not include knowledge application and acquisition within their framework, which are essential dimensions for achieving a thorough understanding of knowledge transfer's mediation in organizational contexts.

Furthermore, Itoe et al. (2022) demonstrated that knowledge transfer intermediates technological automation and employee innovation performance. The study presents insightful findings but fails to disclose information about sample size and data collection methods, undermining its robustness. Their research emphasis in industrial settings stands apart from the humanitarian

sector, which constantly requires organizational knowledge processes to adjust to changing environmental and resource circumstances. Chweya & Ojera (2014) indicated that knowledge creation is crucial in enhancing commercial bank performance in Kenya but did not examine the effects of knowledge sharing and acquisition. This research addresses the existing research gap by investigating every aspect of knowledge transfer to understand their combined effect on organizational performance through sourcing decisions. Research evidence from various high-tech industries shows that organizational knowledge transfer elements, including IT infrastructure, organizational culture, and structured learning approaches, serve vital functions in boosting performance (Liyanage et al., 2009; Muyesu & Kimaku, 2023).

2.3 Literature Summary and Gaps

Earlier studies have established that sourcing decisions and knowledge transfer significantly influence organizational performance; however, several notable gaps remain (see Appendix 1). For instance, most existing research concentrates on commercial sectors such as manufacturing, banking, hospitality and SMEs, leaving humanitarian organizations like the World Food Programme (WFP) underexplored. Additionally, many studies focus narrowly on specific dimensions of knowledge management like knowledge sharing and creation while neglecting the combined effects of sharing, creation, acquisition, and application on performance. Prior research often overlooks the mediating role of knowledge transfer between sourcing decisions and organizational results, particularly within humanitarian operations where sourcing is strategic and operationally critical. The literature also predominantly utilized qualitative methods or mixed methods, or case study designs with limited sample representativeness, while the present study adopts a purely quantitative, survey-based approach to enhance generalizability. Moreover, several

reviewed studies lacked clarity regarding sampling techniques and measurement rigor. This study addresses these gaps by comprehensively examining the mediating role of knowledge transfer in the sourcing-performance relationship within a humanitarian setting, using robust quantitative methods.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes the research methodology used in this work. The document provides a systematic overview of the research design, describing the target population and detailing how sample size determination and sampling strategies were employed. It outlines the data collection procedures, assesses the measurement tools in respect to their validity and reliability, and describes the quantitative analysis techniques while ensuring that ethical considerations uphold research integrity and compliance. The selected research methods align with the study's objectives, “to investigate how sourcing decisions and knowledge transfer affect organizational performance at the World Food Programme (WFP) in South Sudan”.

3.2 Research Design

A research design serves as a systematic road map guiding the gathering and examination of data, along with a study's interpretation strategies (Charmaz, 2018). This research adopted a quantitative method, employing a cross-sectional survey to look into the connections between (sourcing decisions, knowledge transfer, and organizational performance) within a defined time frame. The choice of a cross-sectional study stemmed from its ability to effectively snapshot contemporary organizational practices and performance outcomes across a specified population (Siedlecki, 2020). This method aligns well with research objectives aimed at understanding connections between various constructs, such as sourcing decisions and organizational performance, without the necessity for longitudinal data. Creswell and Creswell (2017) state that cross-sectional surveys provide empirical data on variable associations efficiently and cost-effectively, making them ideal

for studies that prioritize explanation and correlation. This study design enabled the researcher to quantitatively evaluate the relationships between insourcing and outsourcing dimensions, knowledge dynamics, and performance measures within a humanitarian organization. Furthermore, a quantitative methodology was chosen since it allows researchers to systematically collect numerical information while maintaining objectivity, enabling them to test hypotheses and identify patterns along with causal links (Dehalwar & Sharma, 2024). The researcher's choice of a quantitative strategy facilitated a statistical evaluation of hypothesized effects through robust analytical methods such as correlation analysis, regression analysis, and structural equation modeling (SEM).

3.3 Study Area

The research location was the World Food Programme in South Sudan. This was chosen because of limited research in sourcing decisions, knowledge transfer, and organizational performance, yet WFP operates internationally.

3.4 Study Population

According to World Food Programme HR records, there are 150 key staff in different categories of top management, the finance department, and the support team. These were chosen for this study because of their experiences and direct involvement in the procurement process and decision-making. The unit of analysis was WFP South Sudan and unit of inquiry were supervisors, staff officers and assistants, managers.

3.5 Sample size

A sample size is the number of participants in the study who take part in the observations (Dey, 2019). Creswell (2017) also opines that a sample size represents a smaller portion of a larger

population. One hundred twenty-nine (129) respondents were selected from the 150-study population using Krejcie and Morgan's (1970) table, which gives an easy reference for determining the appropriate sample size to be used in this study.

Table 1: Population and Sample Size

Category	Population	Sample	Sampling technique
HR department	1	1	Purposive sampling
Finance department/Admin	4	4	purposive sampling
Programme team	75	63	Simple random sampling
Stores & logistics	65	56	Simple random sampling
Management	5	5	Purposive sampling
Total	150	129	

Source: WFP HR records 2024, Krejcie & Morgan (1970)

3.6 Sampling technique

The researcher utilized probability and non-probability sampling methods to ensure credibility, representativeness, and rigor. For the extensive quantitative survey, the researcher applied simple random sampling while using purposive sampling to select key informants with specific knowledge related to the study objectives. The research team adopted this mixed sampling approach to achieve generalizable results and a comprehensive contextual understanding.

3.6.1 Simple random sampling technique

Simple random sampling is a common method for calculating probability in quantitative research, providing every member of the population with an equal and independent chance of selection (Noor & Golzar, 2022). This strategy produces representative samples and minimizes selection bias while addressing known and unknown confounding variables. According to Noor and Golzar

(2022), simple random sampling enhances study objectivity by yielding results that reflect the diversity of the target population.

In alignment with these principles, the scholar applied the simple random sampling method to choose 124 respondents from three key operational departments of the World Food Programme in South Sudan: Finance & Administration, Logistics & Stores, and Programme Operations. This method was chosen because it allows for statistical inference to examine variable relationships within large organizational research contexts (Mahmud & Emara, 2020). Amin (2005) states that simple random sampling prevents researcher bias and ensures fairness in participant selection, enhancing the study's internal validity. The research team employed random sampling for general staff members.

3.6.2 Purposive sampling technique

Campbell and Walker (2020) claim that four qualitative aspects of purposive sampling—credibility, transferability, dependability, and confirmability—significantly improve research rigor. The research used purposive sampling to select six respondents from both the Management and Human Resources departments at the World Food Programme. Purposive sampling utilizes a non-probability approach to intentionally select participants whose traits align with the research question, as indicated by Andrade (2021). Researchers use this method to gain deep insights from specialists with decision-making authority. The selected individuals demonstrated the necessary experience and contextual understanding, which allowed them to provide informed perspectives on strategic sourcing and organizational effectiveness in humanitarian settings. Their contributions were vital for validating survey findings and enhancing the study's overall credibility and interpretative depth.

3.7 Data Collection Methods

3.7.1 Data Type

Both primary and secondary data were collected. Primary data pertaining to the research variables was acquired using self-administered questionnaires. In contrast, secondary data relating to the study variables were obtained from peer-reviewed journals and documentary reports to reinforce the results from primary data sources. Mugenda & Mugenda (1999) mentioned that Multiple data gathering methods are allowed in research, and this is subject to the study's objectives. Primary data was employed because it is accurate, reliable, and provides up-to-date information about the studied variables. Secondary data was important because it allows for a starting ground for the researcher to build the problem and establish the existing gap in research that researchers intend to close.

3.7.2 Survey questionnaire

The researcher developed the items in the structured survey questionnaire with guidance from the university supervisor. The researcher used the questionnaires because they are precise, useful, and allow for the speedy collection of large amounts of data from numerous respondents. The investigation supported the conclusions of Sekaran (2016), who contended that questionnaires are less expensive to conduct and can gather more data in less time. Amin (2005) states that using a questionnaire survey enhances the likelihood of obtaining accurate data and increases reliability. The researcher used one set of questionnaires to obtain data from a range of respondents at WFP. The introductory part of the questionnaire included background information, followed by sections

related to the study's objectives. The questionnaires were issued to all respondents, who had to select from the predefined alternatives provided online.

3.7.3 Documentary Review

The researcher utilized documents such as performance and cost reports to review secondary data, including newspapers and journals, to enhance the researcher's comprehension of the variables under study. According to Amin (2005), documentary reviews are employed because a wealth of peer-reviewed information is available, which can help understand the problem. According to Sekaran (2003), documentary reviews provide accuracy. As a result, the researcher was able to analyze how the sourcing choices affected the WFP's organizational performance in South Sudan..

3.8 Data Collection Instruments

3.8.1 Self-Administered Questionnaire

this is a data collection tool developed to acquire details on specific research variables from a defined group of respondents. In this study, structured questionnaires with closed-ended items were used, utilizing a five-point Likert scale ranging from 1-5. Where 1 denotes Strongly Disagree (SD), 2 represents Disagree (D), 3 indicates Not Sure (N), 4 corresponds to Agree (A), and 5 signifies Strongly Agree (SA). This scale was chosen for its versatility and simplicity in construction and interpretation compared to other scales, such as rating scales (Amin, 2005). The scale will assess the dimensions of sourcing decisions (outsourcing and insourcing), knowledge transfer, and organizational performance. Reliability was established at a mark of 0.70, which is considered acceptable based on Cronbach's alpha reliability estimation. These questionnaires can be open- or closed-ended (Rowley, 2014). According to Neuert & Behr (2023), closed-ended

questionnaires offer several benefits, including reduced costs and time efficiency. The questionnaire allowed for collecting unbiased data from respondents regarding the topic being studied based on their knowledge of it (Boynton & Greenhalgh, 2004; Komakech, 2020). The questionnaire was first drafted from the literature in chapter two under the supervisor's guidance and tested with colleagues. Comments and suggestions regarding the questions were incorporated, resulting in a revised questionnaire. Closed-ended questions were chosen for this research because they provided a standardized response format.

A preliminary test was conducted with colleagues at the researcher's workplace prior to distributing the questionnaires to the main respondents. This pilot phrased aimed to assess the clarity, validity, and consistency of items interpretations. Feedback received during this stage informed the necessary modifications to enhance the accuracy and comprehensibility of the instrument.

3.8.2 Documentary review checklist

this was employed to systematically examine the relevant reports and scholarly articles, ensuring the inclusion of peer-reviewed and pertinent sources. The checklist was designed to guide the review process and maintain alignment with the study objectives by filtering out irrelevant information. This checklist permitted the researcher to remain within the scope of the research. The country strategic plan and Logistics manual were reviewed.

3.9 Validity and Reliability

3.9.1 Validity

Content validity measures how well a research instrument captures the construct it aims to measure, ensuring each item aligns with the study's goals (Sekaran, 2014). This study evaluated content validity using the Content Validity Index (CVI) method proposed by Nunnally and Bernstein (1994). The CVI was calculated using the formula:

$$\text{CVI} = \frac{\text{Total number of items declared valid}}{\text{Total number of items}}$$

The study established a CVI cutoff point of 0.70 or higher, consistent with Creswell's (2003) standards, indicating that items with validity coefficients of 70% or above are acceptable for data collection. All items that fell short of this benchmark were excluded from the final instrument. Experts from procurement, operations management, and organizational research reviewed the instrument to assess the relevance and adequacy of questionnaire items related to the four primary research objectives. The experts assigned each questionnaire item a relevance rating using a five-point Likert scale for each research objective. Their feedback facilitated improvements by rewriting or eliminating unclear items or those not aligned with the objectives. This thorough review ensured that the questionnaire maintained its content validity and relevance to the study's context.

3.9.2 Reliability

Reliability refers to research tools' internal consistency and temporal stability, as it indicates how consistently items measure targeted constructs (Nunnally & Bernstein, 1994). The study used

Cronbach’s Alpha coefficient to evaluate the internal consistency among items for each research dimension. A minimum threshold of 0.70 for internal consistency was established according to Cronbach (1951) and Hair et al. (2020). The analysis excluded items with reliability coefficients below this threshold to improve instrument consistency. The study applied Composite Reliability (CR) and Average Variance Extracted (AVE) metrics to assess and confirm the reliability and convergent validity of the constructs. AVE values for all constructs surpassed 0.50, demonstrating that each construct accounted for more than half of the variance in its indicators and met the established criteria for convergent validity according to Hair et al. (2020). CR values consistently remained above 0.70, confirming that the scales maintained sufficient internal consistency.

The Heterotrait-Monotrait (HTMT) ratio was employed to evaluate discriminant validity. The calculated HTMT ratios did not exceed the conservative threshold of 0.85 suggested by Becker and colleagues. Research by Becker et al. (2023) showed that different constructs were measured as distinct concepts with minimal overlapping content. The instrument produced consistent and representative data, demonstrating sufficient validity and reliability for the examined theoretical constructs.

Table 2. AVE, Composite Reliability and Cronbach’s Alpha 124 Respondents

Variable	AVE	Cronbach's Alpha	Composite Reliability
Sourcing Decisions	0.581	0.855	0.858
Knowledge Transfer	0.591	0.861	0.864
Organizational Performance	0.631	0.853	0.858

Source: PLS Algorithm test results (2024)

N=124

3.10 Measurement of Study Variables

Categorical data was used by the researcher to gauge the respondents' backgrounds. Nominal scales would measure variables like gender and marital status. Numbers were assigned to each

category solely to distinguish similar objects within one category from components in another category. The independent and dependent variables, sourcing decisions (outsourcing & insourcing), were measured as follows: Outsourcing was assessed based on economic factors, personnel, strategic factors, and control versus risks. Insourcing was measured regarding internal capabilities, skills & expertise, and cost reduction. Similarly, Knowledge transfer was evaluated in terms of knowledge creation, acquisition, knowledge sharing, and application. The dependent variable was measured regarding financial performance, market performance, innovation & sustainability, and client satisfaction. The variables were measured using a Likert scale that ranged from five (strongly agree) to one (strongly disagree). Descriptive analysis was computed, and a similar measurement was adopted by other researchers.

3.11 Procedures of data collection

Following a successful proposal presented to a five-member academic panel on Saturday, May 25, 2024, an official introductory letter was issued by the College of Business Management at Uganda Christian University's Department of Postgraduate Studies. The letter served as official permission to collect data in the study area. After obtaining ethical clearance and institutional approval, the researcher proceeded to hire and instruct research assistants to support data collection. The training program aimed to enhance the research assistants' understanding of study goals, ethical data management practices, and consistent methods for using research tools. The primary tool for collecting data in this research was a structured, closed-ended questionnaire. The originally planned one-week data collection process was extended to two weeks to ensure full participation and improve response rates from all designated respondents.

The researchers conducted the study in two stages, which included a pilot study followed by the main field survey. Ten pilot study participants, who were excluded from the final sample,

evaluated the questionnaire items for clarity, relevance, and coherence. Feedback from the pre-test phase played a crucial role in refining the survey tool by removing unclear items and ensuring alignment with the research goals. The study prompted participants to interpret selected Likert-scale items rated from one to five at different intensity levels to assess their understanding of the constructs and the consistency of their responses. After the data collection concluded, the researchers collected the filled questionnaires, systematically coded them, and prepared them for analysis. The researchers uploaded the final data set to SPSS Version 28 for cleaning and verification to ensure data completeness and accuracy.

3.12 Data Analysis

3.12.1 Quantitative Analysis

The finalized questionnaire provided quantitative data that underwent initial screening and cleaning to address any missing answers and irregularities. To maintain traceability during analysis, each questionnaire received a unique identifier. Researchers entered the dataset into SPSS Version 27 to calculate descriptive and inferential statistical measures. The research team performed descriptive analysis, summarizing data trends through frequency distributions, means, and standard deviations. These metrics offered an initial understanding of respondent characteristics and perceptions across the key constructs: sourcing decisions, knowledge transfer, and organizational performance. The research team conducted normality assessments to understand data distribution properties before inferential testing, removing outliers to preserve the validity of their findings. Following Sekaran's 2003 recommendations, this research utilized a correlational design to study variable relationships in a natural organizational environment while minimizing researcher interference.

This research employed regression analysis and Partial Least Squares Structural Equation Modeling (PLS-SEM) as part of its inferential statistical approaches. The study applied these techniques to assess direct and indirect relationships among the primary study constructs. The SPSS and AMOS software were employed to test the proposed structural model to investigate how sourcing decisions (insourcing and outsourcing) affect organizational performance and to explore knowledge transfer as a mediating factor between these elements. Through structural equation modeling, researchers examined how knowledge transfer influenced the relationship between sourcing decisions and organizational performance at the World Food Programme in South Sudan. The researcher utilized this method to derive practical findings and establish evidence-based conclusions about sourcing strategy and knowledge management operations in humanitarian settings.

3.13 Ethical Consideration

To avoid unwanted research dilemmas, it is important to ensure that careful planning and ethical standards are adhered to (Bouma, & Ling 2004). Good research must have at its core a commitment to ensuring that strategies for collecting data are responsible and that a professional code of conduct is always attended to ensure the safety of all participants. The researcher ensured respect for the respondents. The research procedures were explained to all the respondents before they participated, and their informed consent was obtained. This allowed the researcher to collect the data in the shortest time possible since all those involved agreed to take part in the study. The names of the participants or respondents were not revealed to maintain confidentiality and anonymity.

Beneficence; Through the use of beneficence, the obligation of the researcher acted for the benefit of the respondents and supported a number of moral rules to protect and defend their rights,

preventing harm by eliminating conditions that could cause harm to the respondents. The objective of the research was not merely to avoid harm, but also to benefit the respondents and promote their welfare. Beneficence enabled the researcher to adhere to the moral rules of the respondents.

Justice: The principle of justice calls for fairness and equity. This means that the researcher adopted this principle by ensuring fairness in selecting the respondents for data collection. This included analyzing the benefits and risks involved. The population included in the research is not an easily accessible group; rather, it consists of individuals with the knowledge and experience necessary for the data required. To ensure justice in data collection, both males and females were involved. The questions were relevant and appropriate for the participants' context.

Fabrication and Misrepresentation of the fact; the data collected was used for its intended purpose. The research involved many stakeholders, and ethical standards cultivated a fertile ground for collaborative tasks. For example, the researcher exercised honesty in reporting, and there was respect for intellectual property. The names of the participants or respondents were kept confidential to ensure anonymity. The research procedures were explained to all respondents before they participated in the study, and informed consent was obtained. This helped the research collect data in the shortest time possible, as all those involved agreed to be part of the study.

Plagiarism: The researcher acknowledged the scholars to whom previous work is attributed, ensuring a high level of originality by using comprehension analysis to write their own work .

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION, AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter introduces the characteristics of the respondents, descriptive statistics of the research variables, and conclusions drawn inferentially from the study's specific objectives. The first part discusses the respondents' characteristics and response rate, followed by a descriptive analysis aligned with the study's objectives. Lastly, the results from the regression analysis are presented and interpreted. The objectives included the effects of sourcing decisions on organizational performance, the effects of sourcing decisions on knowledge transfer, the effects of knowledge transfer on organizational performance, and the mediating role of knowledge transfer in the relationship between sourcing decisions and organizational performance in the World Food Programme - Bor Field Office.

4.2 Response rate

A total of one hundred and twenty-nine copies of the questionnaires were printed and given to the staff of the World Food Programme in the Bor Field Office for completion. Of the 129 forms, 124 were successfully retrieved for analysis, yielding a response rate of 96%, which was deemed appropriate. All responses were generally positive across all units; despite the tight schedule, the Programme and Logistics units performed exceptionally well. The response rate is as follows.

Table 3: Response rate

Characteristic	Information	Frequency	Percent
Gender	Male	105	85%
	Female	19	15%
Age	20 - 30 years	37	30%
	31 - 40 years	50	40%
	41 -50 years	26	21%
	51 - 60 years	11	9%
Marital status	Married	104	84%
	Single	18	15%
	Divorced	2	2%
Education	PhD	1	1%
	Masters	19	15%
	Post graduate		
	Diploma	17	14%
	Bachelors	50	40%
	Diploma	18	15%
	Certificate	19	15%
Management	Top management	6	5%
	Middle	55	44%
	Lower	63	51%
Experience	Less than 1 year	8	6%
	1 - 5 years	43	35%
	6 - 9 years	38	31%
	10 - 14 years	19	15%
	15 years and above	16	13%

Source: Primary Data (2024)

4.3 Demographic Information

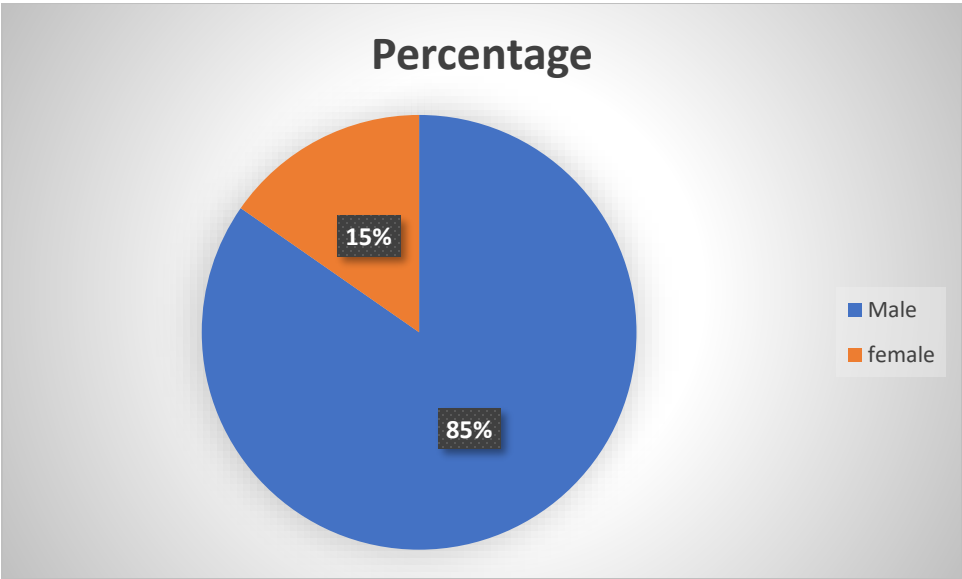
4.3.1 Descriptive analysis for background information

this subsection displayed the attributes of the respondents from the survey questionnaire regarding gender, age bracket, marital status, education level, management level, department of operation, and staff experience, as these are the main factors that determine how people view sourcing decisions and organizational performance at the World Food Programme. Additionally, this

background analysis is required to ensure that the sample participating in the study has a similar distribution of characteristics as the population from which it was drawn.

4.3.2 The Gender of the Respondents

Of the 124 respondents, 85 % (105) were male and 15% (219) were female (Figure 2). The analysis results indicated that males constitute the majority in the organization, which explains why they lead most of the organization's units. Only one woman heads the Programme unit. Most males occupy top and middle management positions, while females comprise the majority in lower management at the World Food Programme Bor Field Office. Given that the World Food Programme operates in hard-to-reach areas, it is challenging for many women to work in such locations due to safety concerns, cultural expectations, limited access to social services, and balancing work with caregiving responsibilities.

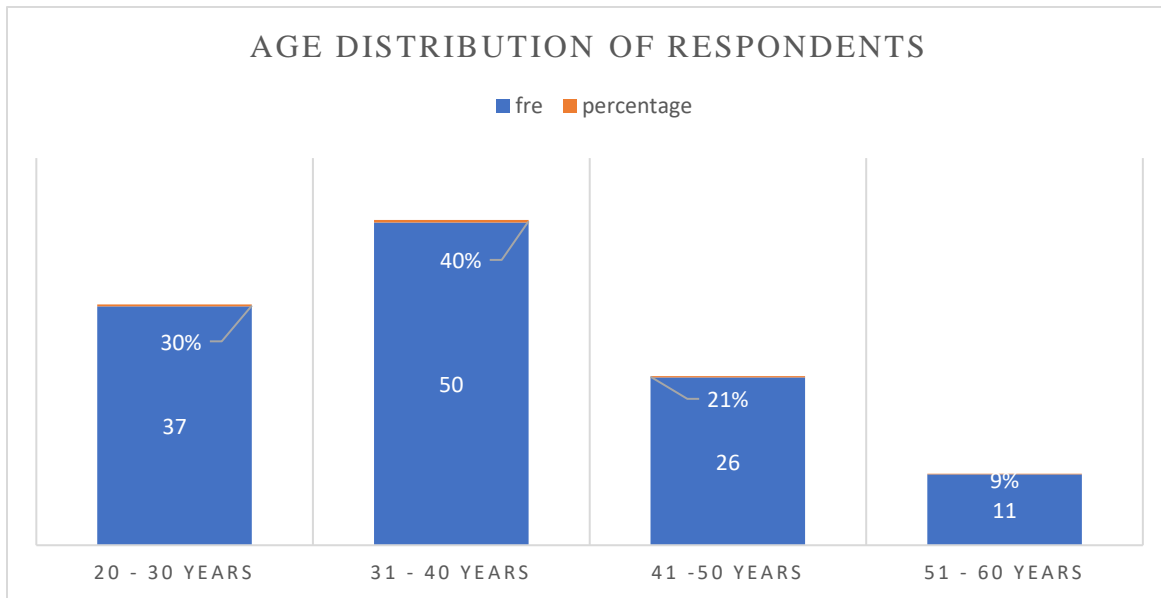


Source: *Primary data (2024)*

Figure 2: The Pie-Chart Showing the Gender of the Respondents

4.3.3 The Age Distribution of the Respondents

Figure 3. The results indicate that majority of the staff at the World Food Programme-Bor Field Office were between the ages of 31 and 40, making up 40% (50) of the total. This suggests that the staff are in the middle of their professional careers, representing a prime productive age that enhances operational efficiency and resilience in humanitarian responses. The analysis also revealed that 30% (37) of the staff were aged 20 to 30. This implies that this group is youthful and eager to learn new ideas while effectively utilizing organizational tools that enhance the performance of the World Food Programme in the Bor Field Office. They recognize how sourcing decisions (outsourcing and insourcing) and knowledge transfer can affect the performance of the World Food Programme. Meanwhile, 21% (26) of the respondents were aged 41 to 50, and 9% (11) were aged 51 to 60. No staff were above 61 years of age, as most consider early retirement upon reaching 60.



Source: *Primary Data (2024)*

Figure 3: Bar Graph Showing the Age Distribution of the Respondents

4.3.4 The Marital Status of the Respondents

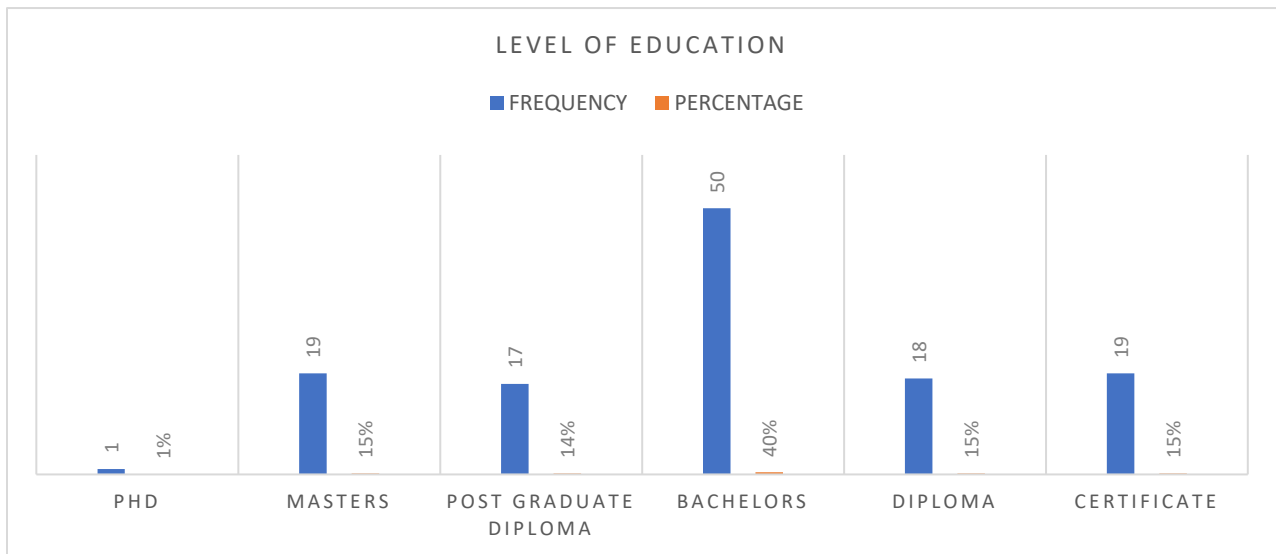
Table 4; Marital Status of the Respondents

Marital Status	Frequency	Percentage
Married	104	84 %
Single	18	15%
Divorced	2	1.6 %
widow-er	0	0
Total	124	100

Source: Primary Data (2024)

The analysis of marital status showed that 84% (104) of respondents were married, 15% were single, and 1.6% (2) were divorced, while there were no widowers. This indicates that the WFP in South Sudan has a more stable and committed workforce, as there is anecdotal evidence that married people are more reliable, responsible, and dedicated to work.

4.3.5 Level of Education



Source: Primary Data (2024)

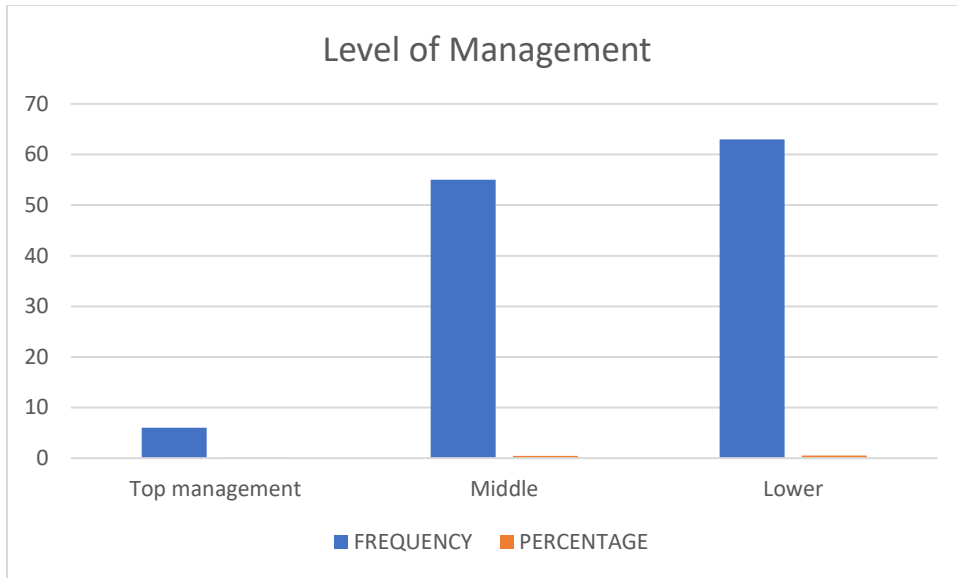
Figure 4: Bar Chart Showing the Respondents' Level of Education

The study's analysis demonstrated that 40% (50) of respondents possessed bachelor's Degrees, 15% (19) of respondents held master's Degrees, 15 % (19) of respondents had Certificates, 14%

(17) possessed graduate Diplomas, and 15% (18) had Ordinary Diplomas. There was One respondent with PHD at World Food Programme-Bor Field Office. This evidence shows that staff at WFP were highly educated, and they were able to fill the questionnaires accurately since the tools were designed to suit high school level of education. Thus, the respondents were knowledgeable and informed about the organizational process and decision making at the World Food Programme at Bor Field Office in South Sudan.

4.3.6 Level of Management

The analysis revealed that 5% (6) of respondents were in top management at the Field Office, 44.4% (55) were in middle management, and 51% (63) were in lower management. This indicated that most of the staff were in middle management at the World Food Programme Bor Field Office. The top management is interested in ensuring that World Food operations are run effectively and efficiently, utilizing limited funds to achieve the objectives of changing lives. The middle-level staff coordinate activities between top management and lower-level staff. The lower-level staff execute all planned activities for the well-being of the organization's beneficiaries. Therefore, the blend of participants provides holistic perspectives and understanding of strategic decisions and operational outcomes across the organization.



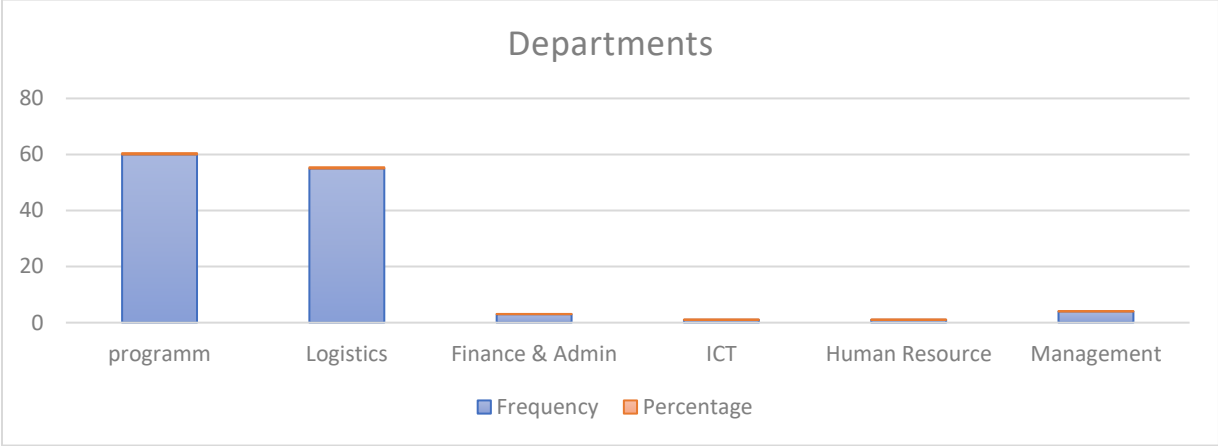
Source: *Primary data (2024)*

Figure 5: A Bar Chart Showing the Level of Management

4.3.7 Departments of the Respondents

The findings of the analysis showed that 48% (60) of respondents were in Programme units. The Programme unit is central to implementing the activities of the World Food Programme. They design projects and assess and identify beneficiaries for food aid. Sourcing decisions (insourcing and outsourcing) enable them to focus on core operational areas. According to the analysis, the logistics units are the second most interested in the effects of sourcing decisions and knowledge transfer on organizational performance. These decisions allow them to concentrate on essential operations, such as warehouse management. Logistics is key to the operations of the World Food Programme Bor Field Office, ensuring visibility in supply chain operations at 44% (55). Finance and Administration had 2.4% (3) of respondents; this unit oversees the management of the Office’s finances and provides advice to other units on budgetary controls. Human resources had a 0.8% (1) response rate, and ICT also had a 0.8% (1) response rate. The management response rate stood

at 4% (4). Sourcing decisions are a management decision because they are always integral to the decision-making process.

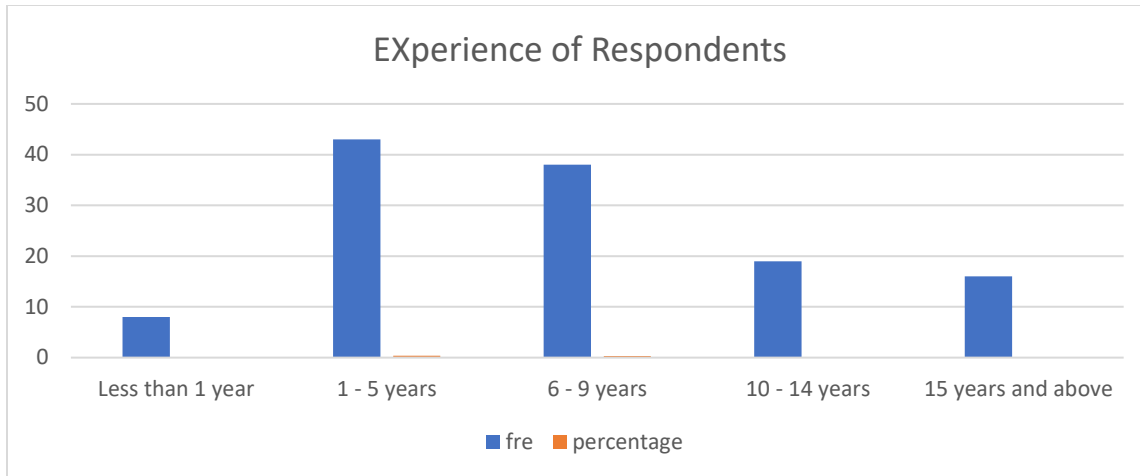


Source: *Primary data (2025)*

Figure 6: A Bar Chart Showing the Departments of the Respondents

4.3.8 Experience of the Respondents

The research revealed that 35% (43) of Respondents' experience ranged from one (1) to five(5) years, 31% (38) had 6-9 years, 15% (19) had 10-14 years, 13% (16) had 15 years or more, and 6% (8) had less than 1 year of experience. The six years or more of experience among the staff of the World Food Programme demonstrates institutional knowledge and practical insights that positively influence the outsourcing decisions (in sourcing and outsourcing), knowledge transfer, and organizational performance through informed judgment.



Source: *Primary Data (2024)*

Figure 7: A Bar Graph Showing the Experience of the Respondents

4.4 Descriptive Analysis of Key Variables

4.4.1 Sourcing Decisions (i.e. Outsourcing)

The research team evaluated outsourcing decisions through thirteen items rated on a five-point Likert scale. A mean score of ≥ 3.5 reflected positive opinions about outsourcing, while scores below this threshold showed less support. Survey results showed that respondents held positive views towards most outsourcing aspects.

Table 5: Descriptive analysis of Sourcing Decision (Outsourcing)

S/N	Items	Mini.	Max.	Mean	Std. Dev.
OSD1	There is cost reduction as a result of economies of scale (contracting out of non-core activities to service providers to reduce cost)	1	5	3.85	1.043
OSD2	WFP allow core staff to concentrate on key areas of operation	1	5	3.74	1.287
OSD3	There is high dependency on the outsourced company	1	5	4.15	1.057
OSD4	There is the possible loss of key staff	1	5	3.60	1.287

OSD5	WFP provides consistent and improved service delivery	1	5	3.70	1.313
OSD6	There is makeup for the lack of in-house expertise	1	5	3.91	1.236
OSD7	Allow the organisation to focus on strategic	1	5	3.54	1.451
OSD8	Increased knowledge and expertise acquired from the service provider	1	5	3.65	1.466
OSD9	Provide long term benefit on innovation	1	5	3.75	1.359
OSD10	Reduce the number of staff and related expenses	1	5	3.52	1.297
OSD11	There is sharing of risk with service providers	1	5	3.85	1.380
OSD12	There is loss of control in the organization	1	5	3.45	1.516
OSD13	There is elimination of weakness of the department	1	5	3.33	1.646

N=124

Source: Primary data (2024)

The highest recorded mean score of (4.15 ,SD 1.057) was assigned to the statement which states that outsourcing creating significant dependence on third-party companies, highlighting the dual nature of outsourcing benefits and dependency risks. The survey results demonstrate that respondents strongly agreed that outsourcing addresses internal expertise shortages (M = 3.91, SD = 1.236), suggesting organizations use external providers to fill their skills deficits. Furthermore, the financial efficiency achieved through economies of scale (M = 3.85, SD = 1.043) and risk sharing with service providers (M = 3.85, SD = 1.380) received strong positive responses, showing that cost reduction and risk management remain central reasons for outsourcing in WFP South Sudan.

On the other hand, the assessment demonstrated service quality advancements, with high scores for consistent service delivery (M = 3.70, SD = 1.313) and staff focus on core activities (M = 3.74, SD = 1.287). Responses showed moderate agreement about the potential loss of key staff (M = 3.60, SD = 1.287), alongside reduced organizational control (M = 3.45, SD = 1.516), indicating that outsourcing brings advantages but creates management difficulties. The lowest average score (M = 3.33, SD = 1.646) for the item related to departmental weakness elimination implies doubt

regarding outsourcing's effectiveness at resolving entrenched organizational inefficiencies. Therefore, the WFP's outsourcing decisions are viewed positively because they help boost operational efficiency and strategic focus, but managers still worry about dependency risks and control loss.

4.4.2 Descriptive analysis of Sourcing Decision (Insourcing)

Insourcing decision was the second construct of sourcing decisions and was measured using 11 items scored on a 5-point Likert scale. A mean result below 3.5 suggests a low outsourcing decision, while a mean result of ≥ 3.5 suggests a high level of outsourcing decision on that item.

Table 6: Descriptive analysis of Insourcing decision in World Food Programme (N=124)

S/N	Items	Mini.	Maximum	Mean	Std. Deviation
ISD1	Cost reduction and leads to improvement in organizational financial performance	1	5	3.23	1.455
ISD2	Organizations get superior services since internal professionals provide them	1	5	3.90	.998
ISD3	There is maximum use of internal capabilities	1	5	4.17	1.160
ISD4	Insourcing creates limitations where it comes to having access to specified services	1	5	4.06	1.225
ISD5	Insourcing gives room for the achievement of organizational goals within the right time frame	1	5	3.90	1.274
ISD6	There is a realization for value for money	1	5	3.63	1.328
ISD7	There is high control of operations and administration	1	5	3.89	1.320
ISD8	Insourcing creates confidence in employees, hence reducing employee turnover	1	5	3.63	1.291
ISD9	Internal skills and expertise are more efficient and more reliable	1	5	4.23	1.134
ISD10	Cost reduction and leads to improvement in organizational financial performance	1	5	3.92	1.377
ISD11	Organization get superior services since internal professionals provide them	1	5	4.22	1.200

Source: Primary Data, 2024

N=124

The analysis of insourcing decisions involved examining eleven elements to assess how reliance on internal resources affects organizational functions. The findings demonstrated significant support for insourcing approaches. The highest recorded mean value ($M = 4.23$, $SD = 1.134$) shows that the belief in internal skills being more reliable than external ones reflects an organizational preference for in-house expertise. The assessment of internal professionals showed that organizations receive superior services from them, with a high mean score of 4.22 ($SD = 1.200$), indicating strong organizational confidence in internal team capabilities.

From Table 6, survey respondents confirmed that insourcing enables organizations to fully utilize their internal competencies ($M = 4.17$, $SD = 1.160$) while ensuring that goals are met within appropriate timeframes ($M = 3.90$, $SD = 1.274$). The limitation in access to specialized services emerged as a notable problem, with the mean score of ($M = 4.06$, $SD = 1.225$), revealing that insourcing enhances internal control but restricts organizations from leveraging specialized external innovations. Results showed moderate validation for cost reduction through insourcing ($M = 3.92$, $SD = 1.377$) and achieving value for money ($M = 3.63$, $SD = 1.328$), indicating that while financial benefits gained recognition, they were not prominently highlighted. It's therefore essential to note that the WFP values insourcing highly for its benefits to service quality and operational control while enhancing employee retention. However, it recognizes its drawbacks in accessing specialized external knowledge.

4.4.3 Descriptive analysis of Knowledge Transfer

Knowledge transfer encompassed knowledge sharing, knowledge creation, knowledge acquisition, and knowledge application, and it was measured using 27 items scored on a 5-point Likert scale. A mean result below 3.5 indicates a low outsourcing decision, while a mean result ≥ 3.5 indicates a high level of outsourcing decision regarding that particular item.

Table 7 : Descriptive analysis of Knowledge Transfer (N=124)

S/N	Items	Mini.	Max.	Mean	Std. Deviation
	Knowledge Sharing				
KT1	There is an improvement in the service quality provided due to the provision of feedback	1	5	4.38	.945
KT2	There is formal mechanism that guaranteed the sharing of best practices among different level of activity	1	5	4.29	.909
KT3	My interpersonal relationship among people has improved through knowledge transfer	1	5	4.07	1.224
KT4	Sharing knowledge contributes to a more individual awareness of specific situations and contribution	1	5	4.33	.985
KT5	Competition for promotion has hindered knowledge sharing	1	5	3.70	1.518
KT6	Knowledge sharing has enhanced my learning capabilities	1	5	4.27	1.039
KT7	I am encouraged to learn new skills from anyone in the organization	1	5	4.07	1.218
KT8	Employees are encouraged to participate in project teams with external experts	1	5	3.50	1.370
KT9	I am always respected despite my level of knowledge	1	5	3.77	1.299
KT10	Knowledge sharing is facilitated by IT in my organization	1	5	2.98	1.484
KT11	People in my organization share knowledge based on their experiences	1	5	3.57	1.404
KT12	Knowledge is shared based on the expertise in my organization	1	5	3.64	1.417
	Knowledge creation				
KC1	Managers encourage an organization culture whereby employees are willing and motivated to create knowledge	1	5	4.08	1.180
KC2	Managers overemphasis information acquisition and underemphasis information interpretation that is conducive for knowledge creation	1	5	3.90	1.222
KC3	Knowledge creation generate new knowledge for achieving the organizational goals	1	5	4.31	1.014
KC4	Knowledge creation creates confidence for doing the work in the organisation	1	5	4.35	.998
	Knowledge acquisition				

KAC1	Knowledge is acquired from external and internal sources in the organisation	1	5	4.27	1.031
KAC1	There is access to online manuals or formal journal of organisation through websites for acquiring knowledge about their service providers within and outside their domain				
KAC2	Knowledge acquisition is important to the success of organizations in raising its quality of services and competitiveness	1	5	4.08	1.187
KAC3	Knowledge is acquired through dissemination in the organization	1	5	4.47	.999
KAC4	There is continuous capturing/ acquisition of information of knowledge	1	5	3.54	1.315
KAC5	Knowledge acquisition enhances financial performance in the organisation	1	5	3.63	1.291
	Knowledge application indicators				
KA1	There is reliability of service delivery in terms of fulfillment of contract terms for the outsource business	1	5	4.03	1.140
KA2	Improved the quality-of-service provision through innovative ideas	1	5	4.13	1.147
KA3	Knowledge application increases organizational financial performance	1	5	4.20	1.051
KA4	Knowledge application leads to client satisfaction in the organization	1	5	4.13	1.168
KA5	Knowledge application within the required time frame enhance organizational performance	1	5	4.10	1.185
	Valid N (listwise)				

Source: Primary Data, 2024

N=124

Table 7, shows that respondents possess a strong positive view of knowledge sharing items based on the analysis of results. The survey item *"there is an improvement in the service quality provided due to the provision of feedback"* received the highest agreement score (M = 4.38, SD = 0.945), indicating the essential role feedback mechanisms play in organizational service quality. In addition, high levels of agreement with statements on formal mechanisms for best practice sharing (M = 4.29, SD = 0.909) along with enhanced awareness from knowledge sharing activities (M = 4.33, SD = 0.985) confirm the initial assessment. The results indicate that formal knowledge

sharing systems have become integral parts of organizational workflows, driving both employee participation and operational effectiveness.

Respondents also revealed that the value of knowledge sharing through interpersonal and developmental interactions is widely recognized. The results show that knowledge transfer leads to better interpersonal relationships, with an average score of 4.07 (SD = 1.224), and improves learning capabilities, scoring 4.27 (SD = 1.039). Participants indicated peer support for acquiring new skills (M = 4.07, SD = 1.218), demonstrating organizational backing for knowledge-sharing practices. Competition for promotion emerged as an obstacle to open sharing since internal competition raises fears of undermining cooperative learning spaces.

Furthermore, the results show that IT support for knowledge sharing has a lower average score of (M=2.98,SD = 1.484), implying that digital platforms are not fully utilized or fail to establish proper knowledge exchange. The survey results demonstrate divided opinions about participation in external expert teams (M = 3.50, SD = 1.370) and respect for individuals irrespective of their knowledge levels (M = 3.77, SD = 1.299), indicating a need to enhance inclusivity and technological support mechanisms within knowledge management practices. In knowledge creation evaluations, every item achieved high consensus scores, particularly for boosting task execution confidence (M = 4.35, SD = 0.998) and new knowledge development that supports organizational goals (M = 4.31, SD = 1.014). The results affirm that WFP's organizational culture fosters both innovative practices and knowledge development. Stakeholders positively viewed knowledge acquisition as a fundamental process driven by dissemination effectiveness (M = 4.47, SD = 0.999) and the sourcing of knowledge from both internal and external environments (M = 4.27, SD = 1.031). The insights demonstrate that WFP actively combines internal expertise with external networks to promote continuous learning.

While the knowledge application received high, consistent ratings, highlighting its vital role in improving organizational performance. Surveyed respondents confirmed that applying knowledge leads to better financial outcomes with an average score of 4.20 (SD = 1.051) and drives service innovation with a score of 4.13 (SD = 1.147), while also creating more reliable and timely service delivery with scores between 4.03 and 4.13. The findings indicate that knowledge application occurs extensively throughout operations and plays a vital role in both the strategic and operational success of WFP. The consistently high average scores and moderate variation in knowledge transfer dimensions highlight its essential function in developing a learning-focused organization that prioritizes performance.

4.4.5 Organizational Performance

in this study Organizational performance was the dependent variable. Each of the variables was measured using items scored on a five-point Likert scale ranging from 5= Strongly Agree, 4= Agree, 3= Not Sure, 2= Disagree, and 1= Strongly Disagree A mean result below 3.5 suggests low organizational performance while a mean result of ≥ 3.5 suggests a high-level organizational performance of as a result of sourcing decisions on a particular item of the variable

Table 8: Descriptive analysis of Organizational Performance(N=124)

S/N	Items	Minimum	Maximum	Mean	Std. Deviation
OPF1	There is improved efficiency in organizational financial performance	1	5	4.33	.887
OPF2	Increased market share improved organizational performance	1	5	4.09	1.075
OPF3	Innovation and sustainability lead to increased organizational performance	1	5	4.40	.990
OPF4	Client's satisfaction improved organizational performance	1	5	4.29	1.038

OPF5	Return on investment improves organizational performance	1	5	4.23	1.013
OPF6	Return on assets results to organizational performance	1	5	4.23	1.011
OPF7	Improved efficiency in operation	1	5	4.11	1.098
OPF8	The sourcing processes are conducted within a shorter time and therefore there is improved market performance	1	5	3.88	1.289
	Valid N (listwise)				

Source: Primary Data, 2024

N = 124

The high ratings on all organizational performance measures demonstrate that WFP's operations in South Sudan benefited from effective sourcing decisions and knowledge transfer strategies. The organization's performance ratings identified innovation and sustainability as the primary drivers, with a mean score of 4.40 and a standard deviation of 0.990, highlighting the importance of dynamic capabilities in humanitarian contexts. The strong endorsement of financial efficiency (M = 4.33, SD = 0.887) and client satisfaction (M = 4.29, SD = 1.038) reflects successful alignment with internal and external stakeholder expectations. Returns on investment (M = 4.23, SD = 1.013) and returns on assets (M = 4.23, SD = 1.011) served as primary success metrics because they illustrate sound financial management practices. The results from operational efficiency (M = 4.11, SD = 1.098) and market share improvements (M = 4.09, SD = 1.075) demonstrate successful measurable outcomes from WFP's strategic choices. The analysis indicates that WFP's sourcing methods and knowledge management tactics have contributed a substantial role in achieving the organization's performance goals and sustainability targets.

4.5. Inferential statistics

4.5.1 Objective 1: The Effects of the sourcing decisions on organizational performance

The study objective is to look at the relationship between independent variable, dependent variable, mediating variable and establish each variable's influence on the study. The first objective was to

determine the effects of sourcing decisions on organizational performance in the World Food Programme, using empirical evidence from South Sudan. A regression analysis was conducted for the first three objectives of this study, as indicated below.

Table 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.579 ^a	.336	.325	4.94638	.336	30.576	2	121	.000	1.810

a. Predictors: (Constant), Insourcing, Outsourcing

b. Dependent Variable: Organizational Performance

Table 9 The regression analysis shows an adjusted R² of 0.325, suggesting that sourcing decisions predict 32,5 % of the variation in the performance of the World Food Program. The remaining 67.5 % accounts for other factors that are held constant. The statistical model demonstrated significant results ($F(2,121) = 30.576, p < 0.001$), indicating that sourcing decisions serve as strong predictors of organizational outcomes. On the other hand, the Watson statistic of 1.810 is close to 2, indicating that the independent error assumption is tenable. An analysis of the ANOVA results was carried out to determine whether the generated model 1 was significantly better at predicting sourcing decisions in organizational performance.

Table 10: ANOVA Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1496.173	2	748.087	30.576	.000 ^b
	Residual	2960.470	121	24.467		
	Total	4456.643	123			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Insourcing, Outsourcing

Table 10 : indicates that the overall Fitness value is equal to 30.576, and $p = 0.000$, which is less than $p < 0.01$; hence, the regression model is statistically significant and can be utilized to predict the effects of the sourcing decisions on the performance of the World Food Programme in South Sudan.

Table 11: Coefficients Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
		1	(Constant)	15.314			2.449	
	OutSourcing	.084	.066	.133	1.278	.204	-.046	.214
	InSourcing	.330	.072	.479	4.614	.000	.188	.472

Dependent Variable: Organizational Performance

Source: Primary Data(2024)

The statistical analysis confirmed that insourcing produced a significant positive effect on organizational performance ($\beta = 0.479$, $t = 4.614$, $p < 0.001$), while outsourcing failed to show a direct statistically substantial effect on organizational performance ($\beta = 0.133$, $t = 1.278$, $p = 0.204$). The effectiveness of organizational performance at WFP South Sudan relies heavily on internal sourcing strategies, which focus on maximizing internal capabilities and resource usage. *This study affirms that sourcing decisions positively and significantly affect organizational performance at the World Food Programme, South Sudan.* This demonstrates that strategic insourcing strengthens humanitarian operational effectiveness.

4.5.2 Objective 2: Establish the effects of sourcing decisions on knowledge transfer in World Food Programme with empirical evidence from South Sudan

Table 12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin - Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.744 ^a	.554	.547	11.66707	.554	75.168	2	121	.000	1.963

a. Predictors: (Constant), Insourcing, Outsourcing

b. Dependent Variable: Knowledge Transfer

Source: Primary data (2024)

Analysis of regression data for the second objective demonstrated that sourcing decisions explain 54.7% of knowledge transfer variation, as indicated by the adjusted R-squared value of 0.547. The statistical model showed significant results ($F(2,121) = 75.168, p < 0.001$), which demonstrated that sourcing decisions have a substantial impact on knowledge transfer processes at WFP. The Watson statistics are close to 2, meaning the assumption is tenable. The variance analysis of ANOVA was tested to determine if the generated model 2 was significantly better at predicting the sourcing decision in knowledge transfer.

Table 13: The ANOVA Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20463.807	2	10231.903	75.168	.000 ^b
	Residual	16470.580	121	136.120		
	Total	36934.387	123			

a. Dependent Variable: Knowledge Transfer

b. Predictors: (Constant), Insourcing, Outsourcing

Table 13 indicates that the overall Fitness value is equal to 75.168, and $p = 0.000$, which is less than $p < 0.01$; hence, the regression model is statistically significant and can be utilized to predict

the effects of the sourcing decisions on the knowledge transfer at the World Food Programme in South Sudan.

Table 14: Coefficients Analysis

		Coefficients ^a						
		Unstandardized Coefficients		Standardized Coefficients			95.0% Confidence Interval for B	
Model		B	Std. Error	Beta	t	Sig.	Lower Bound	Upper Bound
1	(Constant)	41.786	5.777		7.233	.000	30.348	53.223
	Outsourcin g	.228	.155	.125	1.470	.144	-.079	.535
	Insourcing	1.293	.169	.652	7.663	.000	.959	1.627

a. Dependent Variable: KnowledgeTransfer

Source: Primary data (2024)

Sourcing decisions, especially insourcing, showed a meaningful impact on knowledge transfer ($\beta = 0.652$, $t = 7.663$, $p < 0.001$) while outsourcing failed to reach statistical significance ($\beta = 0.125$, $t = 1.470$, $p = 0.144$). Organizations that depend on their resources demonstrate superior knowledge handling through sharing and creation than those that rely on external sources. The acceptance of Hypothesis 2 demonstrates that insourcing functions as a key factor in developing knowledge-based organizational capabilities.

4.5.3 Objective 3: Establish the effects of Knowledge transfer on Organizational performance in World Food Programme with empirical evidence from South Sudan

The regression analysis for Objective 3 (Table 15) revealed that knowledge transfer accounts for 58.5% of the variation in organizational performance, as indicated by an Adjusted R² value of 0.585.

Table 15: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Durbin-Watson	
					R Square Change	F Change	df1	df2		Sig. F Change
1	.767 ^a	.589	.585	3.87617	.589	174.621	1	122	.000	1.888

a. Predictors: (Constant), Knowledge Transfer

b. Dependent Variable: Organizational Performance

Source: Primary data (2024).

The remaining 41.5% accounts for other factors that are held constant when predicting knowledge transfer in organizational performance. The Watson statistic is 1.888, which is close to 2, indicating that the assumption is tenable. The variance analysis of ANOVA was conducted to determine if the generated model 3 was significantly better at predicting knowledge transfer and organizational performance.

Table 16: ANOVA Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2623.629	1	2623.629	174.621	.000 ^b
	Residual	1833.015	122	15.025		
	Total	4456.643	123			

a. Dependent Variable: Organizational Performance

b. Predictors: (Constant), Knowledge Transfer

Statistical analysis confirmed a significant relationship ($F(1,122) = 174.621, p < 0.001$) and showed that the knowledge transfer coefficient remained both high and statistically significant ($\beta = 0.767, t = 13.214, p < 0.001$). According to this result, effective knowledge transfer practices act as essential drivers of organizational performance within WFP South Sudan. Financial outcomes, client satisfaction, operational efficiency, and organizational growth benefit directly from improved knowledge dissemination and innovation practices. The acceptance of Hypothesis 3 emphasizes that ongoing investments in knowledge management systems play a crucial role in maintaining superior organizational performance.

Table 17: Coefficients Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	4.672	2.207		2.118	.036	.304	9.041
Knowledge Transfer	.267	.020	.767	13.214	.000	.227	.306

a. Dependent Variable: Organizational Performance

Source: Primary data (2024).

Table 17 indicates the standardized coefficient results for sourcing decisions $\beta_1 = 0.767$, $t = 13.214$, $\text{Sig.} = 0.000$, which $p < 0.05$, suggests that knowledge transfer is a significant predictor of organizational performance in the World Food Programme in South Sudan. To answer the third research hypothesis, knowledge transfer has a significant effect on the organizational performance at the *World Food Programme with empirical evidence from South Sudan*. This study affirms that knowledge transfer positively and significantly affects organizational performance in the World Food Programme. Therefore, this hypothesis is accepted.

4.5.4 Objective 4: Establish the mediating effects of knowledge transfer on the relationship between sourcing decisions and the organizational performance of World Food Programme

The study evaluated the mediating role using Structural Equation Modeling (SEM), following the guidelines provided by Hair et al. (2017). Several conditions must be met when testing for mediation: First, there should be a significant direct relationship between the independent variable and the mediator, between the mediator and the dependent variable, and between the independent and dependent variables. In the structural model, full mediation is indicated if the total effect is not significant, while the indirect effect is significant. Conversely, partial mediation occurs when

both the total and indirect effects are significant. Additionally, a bootstrapping method with 5,000 resamples was applied to assess the significance of the path coefficients.

4.5.4.1 Structural Model Evaluation (Inner Model)

The evaluation of the structural model, or inner model, of this study involved three main steps: R-Square testing, Q-Square testing, Q² predict, and Path Coefficient testing, which includes the original sample value, T-Statistic, and P-Value (Hair et al., 2020). This formed the basis for decisions about the study hypotheses, as shown in Table 4.20. The predictive relevancy of the R-Square value, also known as the coefficient of determination, is assessed on a scale from zero (lowest) to one (highest).

4.5.4.2 R-Square

The coefficient determination (R-Square) test results conducted on 124 respondents, as shown in Table 5, indicate that the R² value for knowledge transfer is 0.490 (49.0%). This means that knowledge transfer, as used in this study model, explains 49% of the variation in organizational performance based on the sample analysis of the results. Meanwhile, the combination of knowledge transfer and sourcing decisions explains 52.7% of the variation in organizational performance.

4.5.4.3 Q-Square

The Q² predictive results conducted on 124 respondents, as shown in Table 18, indicated that the research model used demonstrated the predictive power of its variables. This means that the independent latent variable in this model can predict the dependent latent variable with an accuracy level for the knowledge transfer variable of 0.461 (46.1%), while the combination of knowledge transfer and sourcing decisions predicts only 0.328 (32.8%) (Hair et al., 2020).

Table 18: R-Square Adjusted R Square and Q2 Predict Testing Results

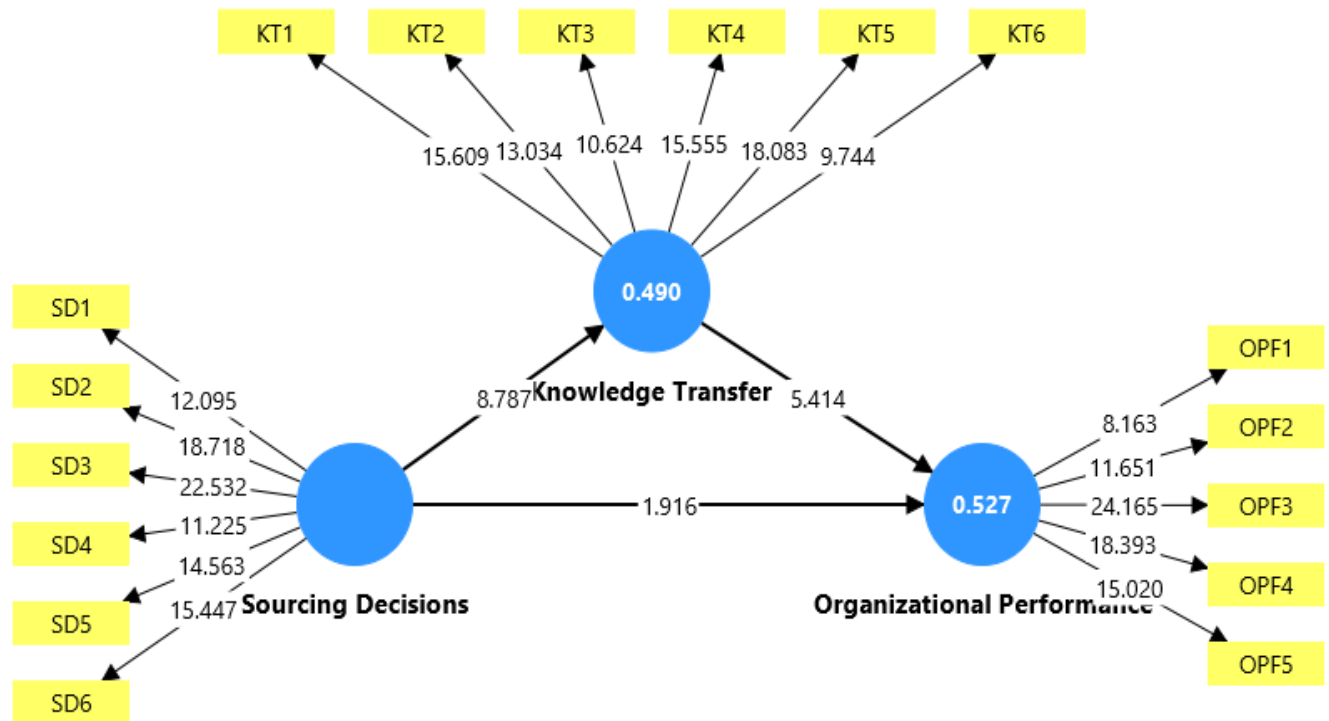
Variable	R Square	R Square Adjusted	Q2 Predict
Knowledge Transfer	0.490	0.486	0.461
Organizational Performance	0.527	0.519	0.328

Source: PLS Bootstrapping results (2024)

Table 19 : Hypothesis Testing and Path Coefficient Result

Hypotheses	Original sample mean (O)	Sample mean (M)	T statistics ((O/STDEV))	P values	Decision
KT -> O P	0.571	0.565	5.475	0.000	Supported
SD -> KT	0.683	0.687	8.434	0.000	Supported
SD-> OPF	0.208	0.213	2.088	0.037	Supported
SD-> KT -> OPF	0.390	0.388	4.656	0.000	Supported

Figure 8: Path Coefficient Result



Source: PLS Algorithm test results

4.5.4.4 Path Coefficient

This figure presents the path coefficient results illustrating the relationship between sourcing decision (SD), Knowledge transfer (KT), and organizational Performance (OP). Sourcing decision directly influences knowledge transfer (8.787) and organizational performance 1.916 (7.312), while knowledge transfer impacts organizational performance (5.414). The most influential indicators for each variable are SD3 (22.532) for sourcing decision, KT5 (18.084) for knowledge transfer, and OPF (24.165) for organizational performance. This emphasizes the key factors in improving knowledge transfer and organizational performance.

Using the bootstrapping method, the study results indicate an original sample value (O) of 0.390, demonstrating a positive relationship between sourcing decisions and organizational performance in WFP in South Sudan. This further implies that implementing these sourcing decisions positively impacts organizational performance through knowledge transfer. The significance of this mediation effect is supported by a T-statistic of 4.656, which exceeds the critical t-value threshold of 1.9, and is further confirmed by a *p*-value of 0.000, which is lower than the maximum threshold of 0.05. Consequently, *Hypothesis 4 (H4) is supported, meaning that sourcing decisions significantly influence organizational performance via knowledge transfer at the WFP in South Sudan.*

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSION & IMPLICATIONS OF THE STUDY

5.1 Introduction

The chapter gives a summary, discussion, conclusion, and implications of the study, as well as the study limitations regarding how sourcing decisions and knowledge transfer processes impact organizational performance within the World Food Programme (WFP) operations in South Sudan. This is organized according to the study objectives.

5.2 Summary of the Results

5.2.1 Demographic Characteristics

The study obtained 96% (124) of responses from staff at the World Food Programme (WFP) Bor Field Office. The workforce gender distribution indicated that men accounted for 85% of employees, highlighting how operational challenges impacted staffing in humanitarian field roles. The largest age group among respondents comprised professionals aged 31–40, making up 40% of the workforce, signaling professional maturity, while 30% of respondents aged 20–30 suggested the presence of younger, energetic employees. The fact that 84% of employees were married reveals both workforce stability and dedication. Forty percent of the staff hold bachelor's degrees, while another 15% possess postgraduate diplomas and certificates, indicating that the workforce is well-educated enough to manage technical and operational duties. An analysis of management confirmed the organizational hierarchy, showing that 44% of staff occupy middle management roles and 51% hold lower-level positions, revealing coordinated supervision and operational functionality. The Programme unit represented the largest departmental segment at 48%, demonstrating its core role in WFP's mission delivery. In comparison, Logistics at 44% showcased its critical function in managing food distribution and supply chains. Most staff members (66%) had 1 to 9 years of experience, while a substantial 28% served for more than 10 years. This blend combines essential institutional memory with the operational expertise necessary for effective sourcing choices, knowledge sharing, and organizational performance.

5.2.2 The effects of the Sourcing Decisions on Organizational Performance

The result revealed that outsourcing and insourcing decisions account for 32.5% of the variance in organizational performance, as shown by the linear regression analysis with an Adjusted R² value of 0.325. The statistical analysis further demonstrated that sourcing choices significantly influence organizational outcomes ($F(2,121) = 30.576, p < 0.001$). The analysis also indicated that insourcing positively impacted organizational performance with statistical significance ($\beta = 0.479, t = 4.614, p < 0.001$), while outsourcing showed no significant direct influence on performance ($\beta = 0.133, t = 1.278, p = 0.204$). WFP South Sudan's organizational success highly depends on internal sourcing strategies that leverage internal capabilities and resources. WFP South Sudan's organizational success highly depends on internal sourcing strategies that leverage internal capabilities and resources. Hence, the findings validate Hypothesis 1, which states, “*There is a significant effect of sourcing decisions on organizational performance in the World Food Programme*”

5.2.3 The effects of sourcing decisions on knowledge transfer

The regression analysis for objective two demonstrates that sourcing decisions explain 54.7% of knowledge transfer variability, with an adjusted R² value of 0.547. The significant statistical model results ($F(2,121) = 75.168, p < 0.001$) indicate that sourcing choices at WFP have a substantial impact on knowledge transfer processes. Insourcing shows a significant effect on knowledge transfer ($\beta = 0.652, t = 7.663, p < 0.001$), while outsourcing reveals no statistically relevant effect ($\beta = 0.125, t = 1.470, p = 0.144$). The results show that internal capabilities lead to better knowledge sharing and innovation than external outsourcing practices. Therefore, the results

confirm Hypothesis 2 "*Sourcing decisions significantly affect knowledge transfer in the World Food Programme.*"

5.2.4 The effects of Knowledge Transfer on Organizational Performance

For Objective 3, the regression model indicated that knowledge transfer accounts for 58.5% of the variation in organizational performance (Adjusted $R^2 = 0.585$). The analysis demonstrated statistical significance in the relationship ($F(1,122) = 174.621, p < 0.001$) and knowledge transfer exhibited a high and significant coefficient ($\beta = 0.767, t = 13.214, p < 0.001$). The study confirms that effective knowledge transfer practices are essential elements that drive organizational success in WFP South Sudan. It is important to note that the effective knowledge transfer practices serve as key drivers for organizational performance within the WFP South Sudan context. Financial outcomes, client satisfaction, operational efficiency, and organizational growth benefit from improved knowledge dissemination along with learning and innovation processes. Thus, the results confirm hypothesis 3, which states; "*Knowledge transfer significantly affects the organizational performance of the World Food Programme.*"

5.2.5 The mediating effects of Knowledge Transfer on the relationship between Sourcing Decisions and Organizational Performance

The analysis of Partial Least Squares Structural Equation Modeling (PLS-SEM) outcomes demonstrates that knowledge transfer is a significant mediator between sourcing decisions and the organizational performance of WFP South Sudan. The analysis shows a statistically significant indirect effect with a strong path coefficient ($\beta = 0.390, T = 4.656, p < 0.000$), which supports Hypothesis 4. The organizational performance model explains 52.7% of variance through sourcing decisions and knowledge transfer, as shown by its R^2 value (0.527), while its predictive relevance

stands confirmed with Q² predict values at 32.8%. The sole contribution of knowledge transfer to performance variance stands at 49%, establishing its key mediating function. Therefore, organizational learning benefits from knowledge transfer, which directs sourcing strategy advantages to better organizational results. The results demonstrate strong empirical evidence that knowledge management systems should be incorporated into sourcing frameworks to achieve enduring performance enhancements. Therefore, the results confirm Hypothesis 4: "*Knowledge transfer significantly impacts the relationship between sourcing decisions and the organizational performance of the World Food Programme*".

5.3.1 Discussion

The discussion follows the study's objectives /and hypotheses, drawing on empirical findings and previous scholarly literature.

5.3.1 The Effects of the Sourcing Decisions on Organizational Performance

This objective examines how sourcing decisions impact organizational performance effectiveness. The research demonstrates that sourcing decisions significantly boost organizational performance, with insourcing strategies being the main driver. Insourcing showed a significant predictive relationship with organizational performance in the regression analysis, while outsourcing demonstrated no direct significant impact on organizational performance. Previous research (Grela & Hofman, 2021; Holcomb & Hitt, 2007) supports the notion that strategic insourcing improves firm performance by optimizing internal capabilities and control. The results also revealed that insourcing effectively uses internal expertise to deliver better service quality and boost employee confidence. Grela and Hofman (2021) pointed out that insourcing improves service quality and operational stability, especially in complex settings like humanitarian organizations. This demonstrates that managing resources internally contributes to improved operational

efficiency. Misukka (2024) findings also demonstrated that economic considerations largely influenced the decision to move from outsourcing to internal transportation operations. The study also disclosed a few unexpected benefits, like enhanced company reputation and operational flexibility, this finding is relevant to WFP because Insourcing improves the operational efficiency.

The study also found that outsourcing lacks significant direct effects on organizational performance. This contradicts findings from Yeboah (2013) and Austin-Egole and Iherioanma (2020), who demonstrated that outsourcing benefits organizational performance through core competence concentration and cost reduction. The unique operational conditions at WFP South Sudan create risks with external providers that affect service continuity and accountability. This leads to knowledge leakage, which counteracts potential benefits of outsourcing. The study confirms the RBV theory proposed by Barney (1991) and Lockett et al. (2008), which suggests that internally controlled resources that are both useful and difficult to replicate lead to enhanced company performance.

5.3.2 The Effects of Sourcing Decisions on Knowledge Transfer

The results showed that sourcing decisions significantly affect how knowledge is transferred within organizations, with insourcing predicting better outcomes. Organizational knowledge transfer is notably influenced by sourcing decisions, and insourcing emerges as the stronger predictor. The regression analysis determined that insourcing considerably improved knowledge sharing and acquisition, creation, and application, while outsourcing did not yield statistically significant results. The findings align with Bustinza et al. (2010) and Al-Salti (2009) assertions that organizations maintain superior internal knowledge flows through insourcing, which preserves organizational memory while enhancing employee participation. According to Bonesso et al. (2011), insourcing enables organizations to achieve deeper learning processes than

outsourcing, as knowledge remains externalized in outsourcing arrangements. Similarly, Andrade (2021) emphasized that knowledge sharing within organizations strengthens relational ties, leading to improved learning outcomes as demonstrated by WFP operations.

The study results further established that outsourcing does not significantly impact knowledge transfer, opposing Bustinza et al.'s observations. Bustinza et al. (2010) established that outsourcing can enhance knowledge exchange with external partners when particular conditions are met. The structure of outsourcing contracts, trust mechanisms, and knowledge-sharing incentives determines positive outcomes that may not yet be fully established within WFP's outsourcing operations in South Sudan. The findings support Von Krogh, Ichijo, and Nonaka's (1994) knowledge creation theory. According to Von Krogh et al (1994) and Khraishi et al (2023), knowledge creation and dissemination thrive in organizations where routines, trust, and absorptive capacity are well-established. Ibrahim et al. (2023) study explored outsourcing models for SMEs, or small and medium-sized businesses and demonstrated substantial supply chain efficiency improvements through enhanced resources, skilled personnel availability, superior service quality, and reduced costs. Adopting this theory will help World Food South Sudan to enhance service delivery and reduced operational cost.

5.3.3 The effects of Knowledge Transfer on Organizational Performance

The study shows that knowledge transfer greatly impacts organizational performance outcomes. The regression analysis indicated that knowledge transfer accounted for 58.5% of the variability in performance, underscoring its essential importance. The results are consistent with extensive scholarly research confirming that effective knowledge sharing and creation lead to innovation and enhanced financial and service outcomes (Gatuyu & Kinyua, 2020; Bagorogoza et al., 2024). The survey result also indicates that knowledge transfer practices at WFP South Sudan led to

enhancements in service quality and operational efficiency while boosting innovation capacity and client satisfaction. The results align with previous research by Adubasim et al (2018) and Almuayad et al. (2024), demonstrating that service-driven and knowledge-intensive sectors achieve improved competitive advantage and financial performance through effective knowledge management.

The research also highlighted the process of acquiring knowledge from both internal and external sources. This rhymes well with earlier studies by Parent et al. (2014) and Nguyen et al. (2018), who reported that cross-boundary knowledge flows strengthen organizational competencies, which lead to improved performance outcomes. In addition, results support the resource-based view of the firm (Barney, 1991; Komakech et al., 2025), which argues that knowledge stands as the most strategic resource necessary for maintaining competitive advantage. WFP's operational outcomes have improved through its investments in feedback systems, knowledge-sharing platforms, and cross-functional learning. Finally, Chowdhury et al. (2024) concentrated on the effect of industry knowledge spillovers on innovation processes within UK companies. The study established strategic knowledge investments as essential for radical innovation.

5.3.4 The mediating effects of knowledge transfer on the relationship between sourcing decisions and organizational performance

To analyze the mediating role of knowledge transfer between sourcing decisions and organizational performance at WFP South Sudan, following Hair et al. (2020). The findings confirm that knowledge transfer operates as a mediator, demonstrating how strategic sourcing decisions improve performance outcomes through knowledge sharing and application. The study confirms Banti's (2025) assertion about organizational innovation serving as a mediator between

knowledge management and firm performance. Similarly, Bagorogoza et al. (2024) showed that knowledge management acts as a mediator between high-performance frameworks and organizational outcomes within Ugandan financial institutions. The research findings support the claim that performance fundamentally depends on knowledge transfer processes, which include creation, sharing, acquisition, and application.

Furthermore, Almuayad et al. (2024) demonstrated that banking performance in Yemen benefits from knowledge application and storage when fintech innovations serve as mediators. Meanwhile, Kordab et al. (2020) reported that knowledge management functions as an intermediary mechanism connecting strategic agility or organizational learning processes with organizational performance. These findings therefore support theoretical discourse by validating the mediating framework in humanitarian applications and broadening the relevance of resource-based and knowledge-based perspectives. Thus, for WFP and comparable organizations, knowledge transfer acts as a catalyst, transforming strategic sourcing into measurable performance results.

5.4 CONCLUSION

This study advances knowledge by empirically demonstrating the significance of knowledge transfer in relation to sourcing strategies. The findings further build on the RBV and TCE literature by presenting knowledge transfer as a key mechanism that influences sourcing decisions—whether to insource or outsource work—and how these decisions impact organizational outcomes such as new product development, environmental sustainability, and client experience. This research enriches the sourcing literature and broadens its scope beyond private organizations, as it is rooted in a humanitarian organizational setting and the unique realities of business operations in challenging environments. For example, the findings highlight how sourcing can be aligned with knowledge creation, storage, and learning processes to improve operational efficiency and fit within unpredictable contexts, such as in South Sudan.

Scientifically, the study provides a rationale for connecting sourcing and knowledge management research areas and has potential to guide not only humanitarian organizations but also government agencies and NGOs working in environments with limited resources. In future research, scholars can adopt a longitudinal or cross-sector comparative approach to gain deeper insights into causality, identify digital tools that support knowledge transfer, and explore cultural and leadership sources that influence the mechanisms described in the study.

6.1 Recommendations/ Practical and Policy Implications

This study presents significant practical and policy implications for managing humanitarian organizations, specifically focusing on the World Food Programme in South Sudan.

6.2.1 The effects of the sourcing decisions on organizational performance

The study indicates that effective sourcing decisions significantly improve organizational performance. WFP managers need to adopt strategic sourcing practices that assess insourcing versus outsourcing to boost financial efficiency and market responsiveness while enhancing client satisfaction and fostering innovation. The WFP must establish and enforce uniform sourcing policies that prioritize supplier choices based on cost-effectiveness, knowledge sharing, and operational flexibility to ensure sourcing activities consistently support organizational success.

Management of the World Food Programme should always decide whether to outsource or insource after conducting a cost-benefit analysis to determine the best option before making a decision, avoiding the risk of errors from a poor choice.

It is also recommended that World Food Programme should detail the level of service expected from the external company and detail how performance will be measured to avoid complacency during contract implementation.

6.2.2 The effects of sourcing decisions on knowledge transfer

The research demonstrates how sourcing decisions greatly influence knowledge transfer processes at WFP. Organizations should develop sourcing strategies that meet current operational needs while promoting intentional knowledge sharing between internal staff and external service providers. Policy frameworks need updating to include knowledge transfer clauses in procurement and outsourcing agreements, requiring external partners to support internal capacity-building and skills development during service delivery. This approach will help WFP establish a strong internal knowledge base, which is vital for long-term organizational success.

6.2.3 The effects of Knowledge transfer on organizational performance

The study found that organizational performance significantly benefits from knowledge transfer processes. The results emphasize that WFP should strengthen its knowledge management programs. Organizations need to invest in training sessions, mentorship schemes, peer learning workshops, and advanced knowledge-sharing platforms to enhance learning across all operational levels. The organization should implement an official Knowledge Management Policy that outlines roles and responsibilities, along with incentives for knowledge creation and sharing. With this strategy, WFP will embed knowledge management into its core operations to support continuous improvement and operational excellence.

6.2.4 The mediating effects of knowledge transfer on the relationship between sourcing decisions and organizational performance.

The findings suggest that knowledge transfer partly mediates the relationship between sourcing decisions and organizational performance. Organizational performance does not automatically

improve through sourcing alone; effective knowledge transfer mechanisms are needed to support those efforts. A practical approach for WFP managers is to develop robust knowledge integration practices during the implementation of sourcing strategies. Sourcing strategies should include knowledge transfer requirements as core policy elements, ensuring that sourcing decisions always specify clear expectations for knowledge sharing, documentation standards, and employee development initiatives. By adopting these practices, WFP could enhance operational efficiency and gain strategic learning benefits from its sourcing partnerships. Since knowledge transfer positively affects the link between sourcing decisions and performance in the World Food Programme in South Sudan, management should prioritize methods that promote knowledge transfer aimed at improving performance.

Finally, WFP practitioners and policymakers, along with their counterparts in similar humanitarian organizations, should recognize that both sourcing decisions and knowledge transfer processes are key factors affecting organizational performance. Humanitarian organizations need policies that combine sourcing excellence with active knowledge management to maintain resilience and effectiveness in challenging environments such as South Sudan.

6.3 Areas for further research

This study focused on sourcing decisions and their influence on the performance of the World Food Programme. Other factors influencing performance, like leadership style, governance, and technology, among others, at the World Food Programme in South Sudan were not studied. Additionally, this research was only conducted within one humanitarian organization (WFP), implying that the results do not represent other relief organizations. Therefore, undertaking research in these areas would provide conclusive findings. Researchers should consider conducting comparative studies involving humanitarian organizations alongside private sector companies and

public agencies to determine if the impacts of sourcing decisions and knowledge transfer differ across various institutional contexts. Research could assess whether WFP's South Sudan findings apply to broader settings. Furthermore, the limited direct effect observed in outsourcing practices refines previous theoretical models by indicating that the benefits of external sourcing heavily depend on specific contextual factors, including operational complexity, trust systems, and absorptive capacities. This research offers new insights into how organizational capabilities developed internally can be enhanced through knowledge transfer to sustain performance during unstable business environments. Future researchers should explore how organizational culture and digital technologies moderate the relationship between sourcing choices, knowledge sharing, and organizational performance. The study field requires qualitative or mixed-methods studies to uncover detailed information about knowledge transfer within sourcing operations. Finally, future researchers should examine how leadership and governance structures influence knowledge transfer from outsourcing, since leadership styles and governance frameworks serve as key mediators and moderators for these strategic connections.

6.4 Limitations of the study

The research findings cannot be generalized to other contexts because they center solely on one organization, WFP South Sudan. The cross-sectional design prevents researchers from establishing causality, as it records only a brief moment in the relationships between variables.

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Appendix I: Table Showing Literature Summary and Gaps

S/N	Author/year	Objective	Context/Industry/Country	Theory& Methods	Findings	Research gaps
01	Banti, M. (2025)	The objective of the study was to determine the impact of KM on organizational performance in private banks in Bule Hora, Ethiopia, focusing on the mediating role of organizational innovation.	The study was at banks of Bule Hora, Ethiopia	The study used a mixed-methods approach combining explanatory and descriptive designs	The study found that organizational innovation as a mediator is significant in the KM-performance relationship, providing insights for private banks to leverage KM for competitive advantage and improved performance.	The study focused on a bank in Ethiopia while my study focused on humanitarian organization.
02	Abu Elnasr E et al (2025)		King Faisal University	The study used exploratory survey	the results of the structural model using SEM analysis showed that knowledge management effectiveness significantly and positively influences departments' innovation ($\beta= 0.34, p < 0.001$),and KFU performance ($\beta= 0.572, p < 0.001$).	The study used exploratory survey and was based in King Faisal University
003	Saym (2025)	The purpose of this study was to examine the relationship between business	Central Anatolia region of Turkey	The study used the survey respondents' demographics, reliability and	there is a statistically significant relationship between business performance and the outsourcing interaction	The study did not use quantitative analysis, instead he use respondent survey, The study

		<p>performance, communication quality, information sharing in the outsourcing interaction process, and firm characteristics that enable senior managers and business owners of companies in the Central Anatolia region of Turkey to jointly participate in the supplier selection process.</p>		<p>validity analyses, average values of the variables</p>	<p>process, between business performance and the company characteristics that are effective in the supplier selection process, and between business performance and the company characteristics that are effective in the supplier selection process</p>	<p>was based on supplier selection and did not look at the mediating role of Knowledge transfer</p>
004	Sangalang et al (2024),	<p>To find out how Unlocking the Internet of Things (IoT) for Enhanced Knowledge Management Enhanced Organizational Performance</p>	<p>Study of Diverse Industry Players in the Philippines</p>	<p>Qualitative embedded cross-case analysis</p>	<p>The internet of the things boosts the generation, storage; sharing and utilization of knowledge, which helped the organizations, enhance operational efficiency and product and service quality.</p>	<p>The population of study and the sample was not mentioned hence a gap. The study was conducted in Philippines and it captured the issues affecting industry players in Philippines. The study utilized qualitative embedded cross-case analysis, and the current research</p>

						will adopt quantitative technique for data collection and descriptive research design shall be used in the study
005	Almuayad et al (2024)	To investigate the effect of knowledge application and knowledge storage of Bank performance of Yemeni banks with mediating role of Fintech innovation	The study was in the Yemeni Bank	Partial least squares structural equation modelling	The study reveals that KA and KS positively and significantly influence bank performance. In addition, fintech innovation positively and significantly mediates the relationship between KA, KS, and BP	The studies centered on the effect of knowledge application and knowledge storage of bank performance of Yemeni Bank, while forgetting the crucial roles knowledge creation, knowledge application and knowledge acquisition play in enhancing organizational performance
006	Shodiya et al (2021)	To investigate the effect of knowledge management on the competitive advantage of Nigerian consumer goods businesses.	The research was conducted in Nigeria and was for the consumer good businesses	Survey research design	It was concluded that knowledge management is vital in enhancing competitive advantage when managed properly	The study did not mention the effect of knowledge application as an indicator of knowledge transfer that contributes to organizational performance, and my research will

						look at the effect of knowledge transfer on the relationship between sourcing decisions and organizational performance of the World Food Programme in South Sudan. The research was conducted in Nigeria and it addressed the issues that affect Nigeria consumer good businesses.
007	Shonubi et al (2020)	The purpose of the study was to investigate the effect of knowledge sharing on organizational performance in Kresta Laurel in Lagos state	: A study of Kresta Laurel company in Lagos State, Nigeria	. Descriptive survey research through the use of questionnaires	Their finding indicated that there is significant effect of knowledge sharing on organizational performance	. Whereas the study adopted purposive sampling technique to choose staff, my research will use both simple random and purposive sampling to choose the staff.
008	Gatuyu, et al (2020)	. The objective was to establish the influence of knowledge acquisition strategies on the performance of small and medium	The research was on the performance of small and medium enterprises in Meru County-Kenya	Descriptive research design was used for the study	. The findings of the study showed that SMEs in Meru County appreciated knowledge acquisition strategies and practices to a moderate extent.	. While the stratified random sampling was used for this study, the researcher on the contrary will use purposive and simple random sampling for data

		enterprises within Meru Country.				analysis. Primary data was collected for study and the current researcher will use both the primary and secondary data in his studies thus making the different between the two studies
009	Olan et al (2019)	The objective of the paper was to analyze the organizational culture that supports knowledge sharing activities for organizational performance, innovation and strategy	The study was in the context of organizational culture		This analysis shows that the significant contribution of knowledge sharing in any organization could improve performance when there is an enabling culture	The research used a sample of 107 cases; nevertheless, the current researcher will use a sample of 129 staff for data analysis. The research design and sampling techniques were not indicated in the research hence a weakness. there was no methodology included by the researcher
10	Adubasim et al (2018)	The objective of the study was to establish how knowledge transfer could enhance corporate performance	The study was in port Harcourt Nigeria	Cross sectional design was used in the study	It was concluded that KT has a strong bearing on the performance of the organization. Cross-sectional research design was used in the study, and the current research will	The study highlighted profitability and market share as the only measures of organizational performance while

		among deposit money banks in Port Harcourt			adopt descriptive research design to know more about the effect of knowledge transfer on the relationship between sourcing decision and organizational performance	forgetting that other measures like client satisfaction, innovation and sustainability contribute to organizational performance.
11	Salami et al (, 2015)	To examine knowledge management and organizational performance with particular emphasis on organizational learning and knowledge innovation	the study of MTN Nigeria limited, Asaba, and Delta State	Structured questionnaires	The findings indicated that knowledge resources are performance drivers for global firm.	The researcher collected primary data and left out secondary data, thus the data was not comprehensively collected for analysis. A very small population of 97 participants was used for studies.
12	Ibrahim et al (2033)	the impact of Sourcing decisions (outsourcing) model on supply chain efficiency and performance in SMEs	The study was in the context of sourcing decisions model on supply chain efficiency and performance in SMEs		Outsourcing models have contributed significantly in enhancing the efficiency of the supply chain. In addition, the study indicated the improved performance which is closely associated and reflected by complimenting resources and capabilities, access to better and qualified personnel, high quality	The study focused on SMEs and the current research will focus on the humanitarian sector. The type of research design and the method of data collection and analysis were not mentioned by the researcher

					products and services, prices and cost reduction	
13	Bustinza (2010)	The objective was to investigate how knowledge as organizational resources and the capabilities to manage this knowledge affect the benefits of outsourcing	The study was in the context of outsourcing from a knowledge-based perspective	Survey	The finding reveals that the nature of the knowledge of the outsourced activity affects the success of outsourcing	The gap in this research is that, the population of study was not revealed by the researcher hence a weakness. The types of research design and data collection instruments are not highlighted in the study and even the country where study was conducted was not indicated
14	Qadri (2024)	The purpose of the study was to investigate the mediating effect of (knowledge management practices like knowledge creation, storage and sharing) on the organizational leaning and organizational performance relationship during a crisis	The data was collected from the sample of 440 managers of the software development companies in Pakistan	Sequential mediation	The results showed that knowledge creation, storage and sharing serially mediate the relationships between organizational learning and organizational performance.	The researcher left out other indicators of knowledge management like knowledge application, acquisition that can also mediate the relationship between organizational learning and organizational performance. There was no limitation highlighted by the researcher

15	Alisa Misukka (2024)	The objective was to find out the influence of strategic make-or-buy decision-making process in the building business.	The research was carried out in Kenya		The findings demonstrated that the decision to move from outsourcing to internal transportation operations was largely influenced by economic considerations	The study looked at the economic considerations, but did not consider other factors such as strategic, personnel, control versus the risks that can improve the organizational financial performance, market performance, client satisfaction, innovation and sustainability. Thus there is need to study other factors that contribute to organizational performance.
16	Bagorogoza et al (2024)	To examine the mediating role of knowledge management in the relationship between high performance in financial institutions in Uganda	The study was in the context of financial institution in Uganda	Structural equation model	The results showed a substantial relationship between high performance and the high-performance framework as well as between high performance and knowledge management	The study focused only on financial institution in Uganda

17	Myseu et al (2023)	To establish how market process outsourcing and information technology process outsourcing significantly affect airline industry	The study was on market process and information technology process sourcing in Kenya	Qualitative & quantitative method	It was concluded that market process outsourcing and information technology process outsourcing significantly affect the airlines industry performance in Kenya	The gap in this study is that the researcher used cross sectional survey research design and my research study will adopt descriptive research survey. The researcher used qualitative and quantitative data and my research will adopt quantitative method of data analysis.
18	Fabian et al (2023)	The goal of the study was to determine the connection between corporate outsourcing and Nigeria investment bank performance	The study was about corporate outsourcing and Nigeria investment bank performance	Survey research approach	The finding indicated that outsourcing decision boost performance in banking sector	The study only concentrated on Nigerian investment banks in Nigeria
19	Uwamahoro (2019)	The objective of the study was to identify activities or services outsourced by organizations in Rwanda, and to find out the main reasons of outsourcing for	. Three sample companies have been selected from Telecom and manufacturing Industry of Rwanda	questionnaires	The findings showed that there was a weak positive and significant relationship between outsourcing activities and cost efficiency while it shows a weak and moderate positive insignificant relationship between outsourcing	. My study focused on WFP, as humanitarian organization, and the researcher focused on Telecom and Manufacturing companies in Rwanda. The researcher used

		organization in Rwanda. Another objective was to establish the relationship between outsourcing activities and organizational performance			activities with productivity and profitability respectively.	convenient and purposive sampling to select the population of studies, while my study will adopt simple random sampling and purposive sampling
20	Richard K et al (2019)	. The objective of the study was to evaluate the effect of internal sourcing on organizational performance, examine how outsourcing affects organizational performance at Acacia Premier Hotel, and also to examine the effect of single sourcing and multiple sourcing on organizational performance of Acacia Premier Hotel	Effects of strategic sourcing on organization performance “Acase of Acacia Premier Hotel-Kisumu-Kenya	Questionnaires	The finding concluded that internal sourcing reduces the overall cost of sourcing as a result improving performance. By using internal sourcing, an organization is sure to get value for money internally sourced services are more efficient and reliable than when outsourced. In addition, outsourcing ensures diversity in service delivery and this ensures the achievement of improved performance.	The whole population of 48 was studied, my study will take a sample of 129 out of 150 target population. The study used case study research design and my research will adopt descriptive research design
21	Korir (2017)	The objective was to investigate the effect of material	effect of material sourcing strategies on organizational	Qualitative& Quantitative	finding concluded that the strategic material sourcing has a positive	The study focused on material sourcing, but did not

		sourcing strategies on organization performance	performance; a case of James Finlay-Kenya limited		effect on the organizational performance	take into consideration the sourcing of services. The researcher took a very small population for the study and his study was done in Kenya in a commercial sector and my research will be in Humanitarian sector
22	Itoe et al (2022)	The goal of the study is to suggest and evaluate a research model that looks at the knowledge transfer's mediating function between automation, knowledge workers, and employee outcomes, and innovation performance.	studied the influence of automation and knowledge workers on employee outcomes: the mediating function of knowledge transfer		The results of the study provided evidence in favor of knowledge transfer's mediation function in the relationships between automation and worker creativity and between automation and inventive performance	The researcher did not indicate the methodology he used to collect and analyze the data. The researcher use judgmental non probability sampling. While I will be using descriptive research design. Questionnaires were administered via goggle and the questionnaires in my study will be administered physically.
23	Chowdhury et al (2024)	The purpose of the study was to make a theoretical investigation into	The study was in the context of Knowledge investment and search for innovation: Evidence from the UK firms		The results of this study demonstrate that firm managers who choose knowledge spillovers	

		the role of two knowledge transfer strategies- industry competition and industry knowledge spillovers for a firm's innovation.			versus competition are likely to achieve radical vis-à-vis incremental innovation.	
24	Akpa & Nnorom (2020)	The goal of the study was to ascertain the influence of knowledge management on the performance of businesses in Nigeria Food and beverage manufacturing sector.	The research was on knowledge management and performance of organization. A case study of chosen food and beverage firms in Nigeria	Structural equation modelling	The finding revealed that knowledge creation has a significant positive effect on job satisfaction while knowledge sharing had an insignificant negative effect on job satisfaction.	The study was based on the influence of knowledge sharing, knowledge creation, knowledge generation on knowledge management and performance of organization using a case study of chosen food and beverage firms in the context of Nigeria, meanwhile the current researcher will intend to study the effects of knowledge transfer on the relationship between sourcing decisions and organizational performance of World Food

						Programme in South Sudan
25	Chweya & Ojera (2014)	The objective of their study was to analyze the effects of knowledge management practices on commercial banks' performance in Kisumu City in Kenya	The study was conducted on commercial banks performance in Kisumu City-Kenya	Questionnaires	. It was found that there is significant relationship between knowledge creation and organizational performance (r=0.614, p	The study did not explain the finding of other indicators like knowledge acquisition, and sharing and their relationship between them and organizational performance. The current study will look at the effects of all the indicators on organizational performance in World Food Programme in South Sudan.
26	Olan, et al (2019)	The objective of the paper was to analyze the organizational culture that supports knowledge sharing activities for organizational performance, innovation and strategy	The study was on how cultural impact on knowledge sharing contributes to organizational performance:		This analysis shows that the significant contribution of knowledge sharing in any organization could improve performance when there is an enabling culture	The method for data collection was not indicated in the study and no recommendation was given for further researchers to capitalize on it

APPENDIX II: Questionnaire survey for respondents



School Name: Uganda Christian University

Dear Respondent,

I am Alaar John Manyok, a student at Uganda Christian University, Mukono- Uganda, conducting a study entitled “**Sourcing decisions, Knowledge Transfer & Organizational performance in the World Food Programme using empirical evidence from South Sudan**” The study is a partial fulfilment of the requirements for the award of Masters’ Degree in Procurement and Supply Chain Management of Uganda Christian University. The purpose of the study is to examine the effects of Knowledge Transfer on the relationship between Sourcing Decisions and organizational performance in the World food Programme using empirical evidence from South Sudan. The specific objectives include the following,

- a) To establish the effects of the sourcing decisions on organizational performance in World Food Programme with empirical evidence from South Sudan.
- b) To establish the effects of sourcing decisions on knowledge transfer in World Food Programme with empirical evidence from South Sudan.
- c) To establish the effects of Knowledge transfer on organizational performance in World Food Programme with empirical evidence from South Sudan.
- d) To establish the mediating effects of knowledge transfer on the relationship between sourcing decisions and organizational performance of World Food Programme with empirical evidence from South Sudan

You are therefore chosen to take part in the study because of your unique knowledge and experience regarding the sourcing decisions and knowledge transfer practices within the organization. Your involvement is voluntary, and you may withdraw at any time without any

consequences. The information you provide will be kept confidential and use solely for research purposes. By participating, you will contribute to enhancing the efficiency and effectiveness of humanitarian operations. If you agree to participate, please indicate your consent by signing below.

Respondent signature.....

Alaar John Manyok, Telephone: +211924385332/ +21198490844

SECTION A: DEMOGRAPHIC DATA OF RESPONDENTS

(Please tick on appropriate answer)

1- Gender

Male () Female ()

2- Age Bracket

20- 30 Years () 31- 40 Years () 41- 50 Years () 51-60 Years () 61 years and above ()

3- Marital status

A- Married () (B) Single () (C) Divorced () (D) Widow (er) ()

4 Education Level (Please tick the appropriate qualification)

(A) PHD () (B) Master () (C) Post graduate Diploma () (D) Bachelors () (E) Diploma () (D) Secondary certificate ()

5- Management Level

(A) Top level () (B) Middle () (C) Lower ()

6 – What department do you work in the Organization?

(A) Programme () (B) Logistics () (C) Finance & Administration () (D) Human Resource ()

(E) Others (Specify)

7- Experience of the staff

(A) Less than 1 year () (B) 1- 5 Years () (C) 6-9 years () (D) 10-14 Years () (E) 15Years above ()

SECTION B

Instructions

Indicate the extent to which you agree with the following in regards to sourcing decisions and organizational performance in World Food Programme by indicating (5) if strongly agree (4) if agree, (3) if not sure (2) if disagree (1) if strongly disagree

S/N	SOURCING DECISION(OUTSOURCING)	Tick the appropriate option				
01	There is significant positive effect of sourcing decision on Organizational performance in World Food Programme with empirical evidence from South Sudan					
S/N	Outsourcing Indicators	Tick Appropriate option				
		1	2	3	4	5
02	Cost reduction as a result of economies of scale (contracting out of non-core activities to service providers reduce cost)					
03	Allow core staff to concentrate on key areas of operation					
04	There is high dependency on the outsourced company					
05	There is possible loss of key staff					
06	Provide consistent and improved service delivery					
07	Make up for the lack of in-house expertise					
08	Allow the organization to focus on strategic competencies					
09	Increased knowledge and expertise acquired from the service provider					
10	Provide long-term benefit on innovation					
11	Reduced the number of staff and related expenses					
12	There is Sharing of risk with service providers					
13	There is loss of control in the organization					
14	There is elimination of weakness of the department					

S/N	Sourcing decisions (Insourcing)	Tick the appropriate option				
		1	2	3	4	5

15	There is significant positive effects of sourcing decisions on organizational performance in World Food Programme with empirical evidence from South Sudan					
S/N	Insourcing indicators					
16	Cost reduction and this leads to improvement in organizational financial performance					
17	Organization gets superior services since they are provided by internal professionals					
18	There is maximum use of internal capabilities					
19	Insourcing creates limitations where it comes to having access to specialized services					
20	Insourcing gives room for the achievement of organizational goals within the right time frame					
21	There is realization for value for money					
22	There is high control of operations and administration					
23	Insourcing creates confidence in employees hence reducing employee turnover					
24	Internal skills and expertise are more efficient and more reliable					

Indicate the extent to which you agree with the following in regards to knowledge transfer and organizational performance in World Food Programme by indicating (5) if strongly agree (4) if agree, (3) if not sure (2) if disagree (1) if strongly disagree

25	Knowledge Transfer	Tick the appropriate option				
		1	2	3	4	5
S/N	Knowledge sharing indicators					
26	There is improvement in the service quality provided due to provision of feed back					

27	There is formal mechanism that guaranteed the sharing of best practices among different level activity,					
28	My interpersonal relationship among people has improved through knowledge transfer					
29	Sharing knowledge contributes to a more individual awareness of specific situations and contributions					
30	Competition for promotion has hindered knowledge sharing					
31	Knowledge sharing has enhanced my learning capabilities					
32	I am encouraged to learn new skills from anyone in the organization					
33	Employees are encouraging to participate in project teams with external experts contrary					
34	I am always respected despite my level of knowledge					
35	Knowledge sharing is facilitated by IT in my organization					
36	People in my organization share knowledge based on their experience in my organization					
37	Knowledge is shared based on the expertise in my organization					
S/N	Knowledge creation indicators					
38	Managers encourage an organization culture whereby employees are willing and are motivated to create knowledge					
39	Managers' overemphasis information acquisition and under-emphasis information interpretation that is conducive for knowledge creation					
40	Knowledge creation generate new knowledge for achieving the organizational goals					
41	Knowledge creation creates confidence for doing the work in the organization					
S/N	Knowledge acquisition indicators					
42	Knowledge is acquired from external and internal sources in the organization					

43	There is access to online manuals or formal journal of organization through websites for acquiring knowledge about their service providers within and outside their domain.					
44	Knowledge acquisition is important to the success of organizations in raising its quality of services and competitiveness					
45	Knowledge is acquired through dissemination in the organization					
46	There is continuous capturing/acquisition of information of knowledge					
47	Knowledge acquisition enhances financial performance in the organization					
S/N	Knowledge application indicators					
48	There is reliability of service delivery in term of fulfillment of contract terms for the outsource business					
49	Improved the quality-of-service provision through innovative ideas					
50	Knowledge application increases organizational financial performance					
51	Knowledge application leads to client satisfaction in the organization					
52	Knowledge application within the required time frame enhance organizational performance					

SECTION C: Organizational Performance

Instructions

Indicate the extent to which you agree with the following observations on organizational performance by indicating (5) for strongly agree (4) for agree, (3) for not sure (2) for disagree (1) for strongly disagree

S/N	Organizational performance indicators	Tick the appropriate option
-----	--	------------------------------------

		1	2	3	4	5
53	There is improved efficiency in organizational financial performance					
54	Increased market share improved organizational performance					
55	innovation and sustainability lead to increased organizational performance					
56	Client's satisfaction improved organizational performance					
57	Return on investment improves the performance of organization					
58	Return on assets results to organizational performance					
59	Improved efficiency in operation					
60	The sourcing processes are conducted within a shorter time and therefore there is improved market performance					

END OF THE QUESTIONNAIRE
THANKS FOR YOUR VALUABLE TIME & DATA

APPENDIX III: Research Schedule/Work plan

S/N	Details	Time frame	Responsible person
01	Concept paper presentation	Feb-2024	Researcher/panelist
02	Proposal presentation	Mar-2024	Researcher/panelist
03	Proposal submission	May -2024	Research coordinator
04	Data collection	June 2024	Researcher/respondents
05	Data analysis	July 2024	Researcher
06	Data presentation	August 2024	Researcher
08	Thesis defense	September 2024	Researcher
07	Submission of work	September 2024	Researcher

APPENDIX IV: RESEARCH BUDGET

S/N	Details	Amount in SSP(South Sudan Pounds)
01	Data collection	200,000 for research assistant
02	Data Analysis	500,000 using SPSS / PLS-SEM software
03	Research printing	500,000
04	Document binding	100,000
05	Data bundle for studies	600,000
06	Air time for communication	600,000
07	Transport for data collection	500,000
	TOTAL AMOUNT	3000,000

APPENDIX V: Document Review Checklist

Document Type	Purpose	Information Required	Comments
Journals/Articles	To gather scholarly research on the Sourcing decisions, Knowledge transfer and Organizational Performance	Articles and studies on the influence of outsourcing and insourcing as well as the effect of knowledge transfer on Organizational Performance	The researcher will retrieve and review relevant literature for theoretical and empirical foundations.
World Food Programme Reports	To obtain the current situation in regards to outsourcing and how the organization has benefited in this arrangement and the challenges being experienced	Situational Reports	Provides a specific context of WFP's organizational Sourcing decisions on performance.
Research & Evaluation Findings	To collect previous research and evaluation reports on Sourcing decisions, Knowledge transfer and Organizational Performance.	Findings from previous studies, evaluations, and research reports on similar topics.	Helps in understanding the context, methodology, and findings of related research efforts.

**Appendix VI: DETERMINING SAMPLE SIZE FOR RESEARCH ACTIVITIES,
EDUCATIONAL AND PSYCHOLOGICAL MEASUREMENT**

Table for Determining Sample Size from a given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: “N” is population size

“S” is sample size

Krejcie, Robert V., Morgan, Daryle W. (1970). “Determining Sample Size for Research Activities”, Educational and Psychological Measurement

COMPLIANCE REPORT

BY ALAAR JOHN MANYOK

REG NO M22M40/001

Research Topic: *Sourcing Decisions, Knowledge Transfer and Organizational Performance in World Food Programme: An empirical evidence from South Sudan.*

You are requested to indicate the corrections that have been made in the dissertation for the final report submission.

Sections	Comments	Actions/ Reference Page
Abstract	Rewrite for clarity and conciseness: The study uses a quantitative approach with a cross-sectional survey from 124 World Food Programme.	This was corrected (pxiv)
Proofreading	Eliminate all grammatical errors, Awkward phrasing, and inconsistent punctuation.	I have carefully revised the abstract and the entire document to eliminate all grammatical errors, awkward phrasing, and inconsistent punctuation. To ensure clarity and scholarly tone, I used Grammarly Premium and conducted multiple rounds of manual proofreading. These corrections were applied consistently across all chapters, including the abstract, literature review, methodology, results, discussion, and conclusion.
Literature Review	Enhance critical engagement with the reviewed studies and identify more specifics gaps: Olalekan etal (2025) study examined	18


	<p>outsourcing and organizational performance of listed consumer goods' firms in Lagos State. The finding indicate that outsourcing contributes positively to organizational performance by enhancing cost efficiency, expanding market reach and improved risk management. The study focused on goods leaving out services which also affect organizational performance and this left a gap in humanitarian sector which the current research aims to achieve. The study was conducted in commercial sector and this study is being conducted in humanitarian sector. encouraged the researcher to undertake this current study</p>	
Methodology	<p>Clarify how secondary data from document reviews informed the analysis; Document helped the researcher to examine the effect of sourcing decisions on organizational performance WFP in South Sudan. It acts a starting ground for the researcher to build the problem and establish the existing gap in research that researchers intend to close.</p>	32
Data interpretation	<p>Go beyond statistical reporting to offer interpretation linked to theory and context; The study evaluated the mediating role using Structural Equation Modelling (SEM), following the guidelines provided by Hair et</p>	62

	al. (2017). This helped to interpret the mediation analysis	
Discussion	Critically compare findings with existing studies and explain contextual relevance: example Misukka (2024) findings also demonstrated that economic considerations largely influenced the decision to move from outsourcing to internal transportation operations. The study also disclosed a few unexpected benefits, like enhanced company reputation and operational flexibility, this finding is relevant to WFP because Insourcing improves the operational efficiency.	69
Conclusion	Emphasize the study’s contributions to practice, theory and Policy; This study has important academic, policy and managerial contributions. For academicians, this study contributes to research by producing empirical evidence to support literature on the contribution of sourcing decisions and knowledge transfer to organizational performance in WFP. This study also provides initial evidence on the mediating role of knowledge transfer in the relationship between sourcing decisions and organizational performance using evidence from South Sudan. For, policy makers and managers in WFP may have to embrace carefully contracting of suppliers and	73

	knowledge transfer to achieve sustainable organizational performance.	
Recommendations	Make them more specific to WFP and similar humanitarian agencies.	<p>“This has been done, for instance, The study found that organizational performance significantly improves through knowledge transfer processes. The results emphasize that WFP should strengthen its knowledge management programs. Organizations need to invest in training, mentorship programs, peer learning workshops, and advanced knowledge-sharing platforms to enhance learning across all operational levels. The organization should implement an official Knowledge Management Policy that clearly defines roles and responsibilities, along with incentives for knowledge creation and sharing. This strategy will help WFP integrate knowledge management into its core operations, promoting continuous improvement and operational excellence.” P74-75</p>
Referencing	Apply APA style consistently throughout: All changes have been made in APA style	79
Conceptual framework diagram	Improved clarity and ensure alignment with Narrative explanation:	The framework suggests that organizational performance will benefit from effective sourcing

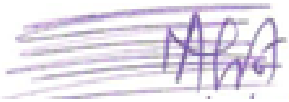
		<p>decisions involving insourcing and outsourcing when efficient knowledge transfer processes enhance these decisions. Organizations that combine well-executed outsourcing strategies with effective knowledge acquisition and sharing processes can achieve better market reach, enhanced service quality, and improved cost efficiency^{p13}</p>
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I, Alaar John Manyok, do certify that I have made the required corrections as recommended by the External Examiners and VIVA Panelists.

Signature  Date: **September 14, 2025**

Alaar John Manyok

M22M40/001

Signature:  Date: **September 14, 2025**

Robert Agwot Komakech

APPENDIX VII: INTRODUCTION LETTER



24th July 2024

To Whom It May Concern;

RE: MSC IN PROCUREMENT AND LOGISTICS MANAGEMENT (MSCPLM)

Mr. John Alaar Manyok Access No. A98270 is a student at Uganda Christian University, pursuing a degree of Master's in Procurement and Logistics Management.

In partial fulfillment of the requirements for the award of the Masters degree, he is conducting a research study titled: *"Sourcing Decision, Knowledge transfer and Organisational Performance in the world food programme empirical evidence from South Sudan."*

This communication therefore serves to formally request you to allow him access any information in your custody/organisation, which is relevant to his research .

Thank you for your cooperation on this matter

Yours Sincerely,

Dr. Henry Mugisha

Head of Department, Postgraduate Studies



A Centre of Excellence in the Heart of Africa