

Job Analysis and Organizational Restructuring Among International and National NGOS in South Sudan

Otim Patrick George Moding

Department of Human Resource Management, Texila American University, Guyana

Abstract

Organizational restructuring has become a common survival tactic for non-governmental organizations (NGOs) working in fragile and conflict-affected regions. In South Sudan, ongoing political instability, reliance on donor funding, and security challenges have heightened the need for effective human resource planning. This study looked into how job analysis impacts organizational restructuring among International Non-Governmental Organizations (INGOs) and National Non-Governmental Organizations (NNGOs) in South Sudan. Using frameworks like Strategic Human Resource Management, Contingency Theory, and the Resource-Based View, the research employed a cross-sectional explanatory design. We gathered quantitative data from 151 NGO employees who had gone through organizational restructuring in the last five years. The analysis included descriptive statistics, correlation analysis, and multiple regression techniques. The results showed a positive and statistically significant link between job analysis and the effectiveness of restructuring, suggesting that clarity in roles, alignment of competencies, and rationalization of tasks contribute to more stable restructuring processes. However, the regression analysis indicated that job analysis alone did not predict restructuring effectiveness when other human resource planning factors were taken into account, implying that its role is more foundational and indirect. The study concludes that while job analysis is essential for successful restructuring, it needs to be part of a broader human resource planning strategy to ensure sustainable outcomes. These findings provide valuable insights for NGO managers, donors, and policymakers aiming to enhance organizational resilience in fragile and conflict-affected settings.

Keywords: *Human Resource Planning, Fragile States, Job Analysis, NGOs, Organizational Restructuring, Role Clarity, South Sudan.*

Introduction

Non-governmental organizations (NGOs) operating in fragile and conflict-affected states face persistent structural and operational instability [10]. In South Sudan, a country marked by recurrent civil conflict, political volatility, and economic fragility, NGOs play a central role in humanitarian relief and development interventions [19]. However, the same conditions that necessitate NGO presence also impose continuous pressure on

organizational structures, compelling frequent restructuring to align resources with shifting donor priorities, security realities, and regulatory demands [4].

Organizational restructuring typically involves redesigning roles, reallocating responsibilities, downsizing or expanding staff, and modifying reporting relationships [5]. While restructuring may enhance efficiency and survival, it also carries significant risks, including role ambiguity, employee resistance, loss of institutional knowledge, and operational

disruption [18]. These risks are amplified in fragile contexts where labor markets are constrained, skilled personnel are scarce, and employment relationships are shaped by complex social and political dynamics [6].

Human resource planning has been identified as a critical determinant of restructuring success, with job analysis occupying a foundational position within HR planning frameworks [3]. Job analysis refers to the systematic process of collecting and analyzing information about job duties, responsibilities, required skills, and working conditions [7]. In restructuring contexts, effective job analysis is expected to ensure clarity, eliminate redundancy, and align human capital with organizational objectives [17]. Yet, despite its theoretical importance, empirical evidence on how job analysis influences restructuring outcomes in fragile states remains limited [12].

Existing literature on NGO restructuring largely focuses on stable or semi-stable environments, where institutional frameworks and labor markets support standardized HR practices [9]. In contrast, NGOs in South Sudan operate under conditions of uncertainty characterized by funding volatility, security threats, and regulatory unpredictability [10]. Moreover, significant differences exist between INGOs and NNGOs in terms of resource availability, institutional capacity, and HR formalization [6]. These contextual complexities raise important questions regarding the relevance and effectiveness of job analysis during restructuring in such environments [8].

The study sought to empirically establish how job analysis influences restructuring among International and National NGOs in South Sudan. By grounding the analysis in Strategic Human Resource Management, Contingency Theory, and the Resource-Based View [20, 21, 1], and drawing on data from organizations that have directly experienced restructuring, the study contributes nuanced,

context-sensitive evidence to the human resource management literature and informs practice in humanitarian and development sectors.

Organizational restructuring effectiveness is often measured by efficiency, cost savings, or performance stability, especially in studies focused on the corporate sector. However, these metrics fall short when it comes to understanding the realities faced by non-governmental organizations in fragile and conflict-affected areas. In South Sudan, for instance, we need to view restructuring effectiveness as a complex idea that includes clear roles, the continuity of essential functions, the preservation of institutional knowledge, staff morale, and the ability to adapt to uncertain environments.

In this study, we see restructuring effectiveness not as a final goal but as an ongoing process that shows how well an organization can realign its human resources while still maintaining its operational legitimacy and delivering programs, even in the face of systemic challenges. This new perspective aligns with the increasing calls within HRM research to focus on the specific contexts of organizational outcomes instead of relying on one-size-fits-all performance assumptions.

In fragile and conflict-affected states, restructuring isn't just a strategic choice made every now and then; it's a constant necessity for survival. NGOs operating in South Sudan find themselves navigating a complex landscape influenced by shifting donor priorities, sporadic violence, lax regulatory enforcement, and a tough job market. These factors significantly change the way human resource management practices are carried out. Unlike in more stable settings where job analysis can focus on boosting efficiency and performance job analysis in these fragile contexts needs to be flexible enough to handle shocks, adapt to quick changes in roles, and deal with the uncertainty that comes from incomplete institutional

frameworks. Moreover, restructuring in South Sudan often happens under tight deadlines due to funding cuts, emergency expansions, or security evacuations. In these situations, the logical frameworks we usually rely on in traditional job analysis often fall apart. This brings up an important question: Can job analysis really make a difference in how effective restructuring is in environments where predictability is almost nonexistent? To tackle this question, we need to move away from standard HR guidelines and focus on analysis that is grounded in real-world contexts an approach that this study is committed to taking.

Theoretical Framework and Literature Review

Strategic Human Resource Management and Restructuring

Strategic Human Resource Management (SHRM) conceptualizes HR practices as integrated systems designed to support organizational strategy and enhance performance [20]. Within this framework, job analysis is viewed as a strategic tool that informs recruitment, performance management, training, and workforce planning [17]. During restructuring, SHRM emphasizes the alignment of job roles with revised organizational objectives to ensure coherence between structure and strategy [3].

In NGO contexts, SHRM takes on added significance due to resource constraints and mission-driven operations [12]. Restructuring without strategic job analysis may result in misalignment between staff capabilities and programmatic needs, undermining service delivery and donor confidence [2].

Contingency Theory

Contingency Theory posits that there is no universally optimal organizational structure or HR practice; rather, effectiveness depends on the fit between internal systems and external environmental conditions [8]. In fragile states like South Sudan, contextual factors such as

insecurity, donor conditionalities, and labor regulations shape the effectiveness of HR practices [15].

From a contingency perspective, job analysis may not exert a direct, uniform impact on restructuring outcomes. The influence of this factor is not straightforward; it's shaped by various contextual limitations that can restrict how effectively formal job descriptions and reporting structures are put into practice or maintained [18]. This theoretical perspective is especially important for NGOs working in unstable settings, where swift changes frequently throw standardized HR processes off course [5]

Resource-Based View (RBV)

The Resource-Based View emphasizes that sustainable organizational advantage derives from valuable, rare, inimitable, and non-substitutable resources, with human capital occupying a central position [1]. Job analysis contributes to RBV by identifying critical competencies and aligning talent with strategic roles [21]. In restructuring contexts, RBV suggests that organizations that effectively analyze and preserve key roles are better positioned to maintain institutional knowledge and operational continuity [14]. It's particularly important for NGOs working in fragile states to manage this well, as high staff turnover and a lack of skilled personnel can lead to a significant loss of valuable organizational knowledge during times of restructuring.

Job Analysis in Fragile-State NGOs

Empirical studies from stable contexts demonstrate that job analysis enhances restructuring effectiveness by reducing task overlap, clarifying accountability, and supporting employee adaptation during change [16]. However, research in fragile contexts indicates that job analysis is often informal, outdated, or overridden by contextual pressures [10]. In South Sudan, NNGOs frequently rely on informal role allocation shaped by social

networks, while INGOs may import standardized job frameworks that inadequately reflect local realities.

This study addresses a critical gap by empirically examining how job analysis functions within the restructuring processes of NGOs operating under extreme uncertainty.

The impact of job analysis on the effectiveness of restructuring unfolds through a series of interconnected mechanisms. To start, job analysis brings cognitive clarity by aligning employees and managers with shared expectations about their roles, especially during times of organizational uncertainty. This clarity helps to minimize resistance that often arises from confusion and encourages compliance with new reporting structures. Additionally, job analysis acts as a vital source of information for various HR planning activities, such as decisions about redeployment, strategies for retaining talent, and redistributing workloads. Without precise role specifications, these processes can easily devolve into ad hoc arrangements influenced by politics rather than being guided by a strategic vision.

Moreover, job analysis plays a crucial role in preserving institutional memory by documenting role knowledge that could otherwise be lost due to staff turnover during restructuring. This archival aspect becomes especially important in environments where turnover is high. These points indicate that job analysis doesn't just directly predict the success of restructuring; instead, it creates a supportive framework that other HR initiatives rely on.

The results of this study need to be understood in the context of the structural fragility that defines South Sudan's operational landscape. Factors like donor conditions, security issues, and informal labor markets play a significant role in reshaping how effective standard HR practices can be. In such an environment, the ability of job analysis to predict outcomes is weakened not because the practice itself is without merit, but because its application is often disrupted by external

shocks. This perspective aligns with contingency-based critiques of strategic HRM, which warn against assuming that causal relationships remain stable in settings characterized by institutional instability. This study fills an important gap by looking at how job analysis plays a role in the restructuring of NGOs that operate in highly uncertain environments. Instead of just assuming that HR models created for stable settings can be applied here, it dives into the unique challenges these organizations face [12].

Integrative Theoretical Synthesis

While Strategic Human Resource Management, Contingency Theory, and the Resource-Based View are often seen as separate frameworks, this study takes a more integrated approach by placing job analysis right at the crossroads of these theories. From the SHRM perspective, job analysis provides the essential information needed to align workforce roles with changing organizational strategies, especially during times of restructuring [3, 17]. The Resource-Based View builds on this idea by highlighting that such alignment helps protect valuable and often unspoken human capital, particularly in roles that are crucial for donor compliance, community engagement, and ensuring program continuity. On the other hand, Contingency Theory offers a vital reminder to avoid overly simplistic assumptions about how effective HR practices can be. In South Sudan, various external factors like donor requirements, strict labor laws, and security issues affect how well job analysis can be implemented as planned. As a result, job analysis doesn't have a straightforward cause-and-effect relationship with restructuring outcomes; instead, it acts as a conditional capability, where its success relies on the support of other HR systems and how well they fit the environment.

This combined perspective allows the study to go beyond just asking whether job analysis "works" and instead explore the conditions

under which it does, as well as how it interacts with different HR mechanisms to enhance restructuring effectiveness in challenging organizational settings.

Theoretical Framework and Methods

The study is mainly rooted in Contingency Theory, which suggests that how well an organization performs hinges on how well its internal structures align with the external environment. Job analysis plays a crucial role in this by making sure that job roles and the necessary skills match the demands of any organizational changes. On the other hand, Systems Theory adds another layer by viewing NGOs as open systems that interact with ever-changing environments. In this context, job analysis acts as a way to coordinate internally, helping to keep the organization running smoothly even when faced with external challenges. Additionally, Human Capital Theory highlights the need to align job roles with the skills and abilities of employees, especially during times of restructuring [7]. When there's a mismatch, it can lead to inefficiencies and higher turnover rates.

Research Design

The study employed a cross-sectional explanatory research design, consistent with the completed thesis. This design was appropriate for assessing relationships between job analysis and restructuring effectiveness at a single point in time across multiple organizations.

Methodological Justification for Fragile Contexts

The decision to use a cross-sectional explanatory approach is a practical way to tackle the challenges of doing research in areas affected by conflict [19]. In South Sudan, NGOs often face sudden program shutdowns, emergency expansions, or staff changes, making it tough to gather long-term data [9]. Additionally, this study focuses on how employees perceive restructuring processes. It acknowledges that the success of restructuring

isn't just about the structure itself; it's also about how people experience it, influenced by clarity in their roles, communication, and feelings of fairness [16]. This focus is in line with HRM research that emphasizes how crucial employee perspectives are in determining whether organizational change efforts succeed [5].

Methodological Sensitivity to Fragile Organizational Contexts

While International NGOs (INGOs) and National NGOs (NNGOs) have their differences in resources, maturity, and access to technical HR systems, the study revealed that there are no significant differences in how effectively they restructure. This finding indicates that environmental fragility tends to level the playing field, limiting how adaptable organizations can be, regardless of their institutional strengths [8, 15].

INGOs, even with their sophisticated HR systems and funding from donors, often encounter strict compliance demands and conflicts between expatriate and local staff, which can hinder their flexibility during restructuring [6, 12]. On the other hand, NNGOs enjoy strong ties to their communities and have a solid reputation, but they often grapple with financial challenges and fewer opportunities for career advancement. These contrasting situations lead to similar outcomes in restructuring, supporting the idea that the context in which these organizations operate is more influential than their type in fragile-state settings [10].

Study Population and Sample

The population comprised employees of International and National NGOs operating in South Sudan who had experienced organizational restructuring within the last five years. A total of 151 respondents were selected using purposive and stratified sampling to ensure representation across organizational types and job categories.

Purposive sampling was employed to focus on respondents who had firsthand experience with restructuring. To make sure we included a balanced mix of managerial, supervisory, and operational staff, we applied stratification, which aligns with the best practices in organizational research [4, 18].

Data Collection Instrument

Data were collected using a structured questionnaire grounded in established HR planning literature. The job analysis construct included items measuring:

1. Clarity of job descriptions
2. Alignment of roles with organizational objectives
3. Reduction of task duplication
4. Adequacy of competency specifications during restructuring

Responses were captured on a five-point Likert scale, a widely accepted approach for measuring perceptions of organizational practices and change processes [2].

Data Analysis

Data were analyzed using SPSS and involved descriptive statistics, correlation

analysis, and multiple regression analysis. Reliability and validity checks were conducted to ensure internal consistency and construct validity, consistent with established methodological standards in human resource research [7, 16].

Construct Definition and Operational Justification

Job analysis was approached through three key dimensions: role clarity, which looks at the scope and boundaries of duties; competency alignment, focusing on how well skills match job requirements; and reporting clarity, which defines supervisory relationships. Each of these dimensions has been backed by research in organizational change (Smith & Lee, 2018; Kira et al., 2020) and is crucial for restructuring in uncertain environments, where confusion can heighten resistance.

Results

Descriptive Statistics

Table 1 presents descriptive statistics for job analysis and restructuring effectiveness.

Table 1. Descriptive Statistics for Key Variables

Variable	Mean	Std. Deviation
Job Analysis	3.98	0.84
Restructuring Effectiveness	3.56	0.79

The results indicate moderate to high perceptions of job analysis practices among surveyed NGOs. The relatively low dispersion suggests convergence in HR practices, which may reflect shared environmental constraints rather than organizational homogeneity [6, 15].

Correlation Analysis

Correlation analysis revealed a moderate positive relationship between job analysis and restructuring effectiveness ($r = 0.542$), suggesting that improved job analysis is associated with more effective restructuring outcomes.

Regression Analysis

Table 2 summarizes the regression results.

Table 2. Regression Results for Job Analysis and Restructuring Effectiveness

Predictor	B	Std. Error	t	p-value
Job Analysis	0.118	0.074	1.57	0.117

Although job analysis showed a positive coefficient, it was not statistically significant at the 0.05 level when other HR variables were included.

Explaining the Non-Significant Regression Effect

The lack of a clear independent effect of job analysis in the regression model calls for a thoughtful interpretation instead of a quick dismissal. In unstable organizational settings, HR practices seldom function in a vacuum. While job analysis offers a framework for understanding roles, its effectiveness in driving organizational change hinges on supportive elements like talent retention, workforce redeployment, and proactive labor forecasting.

The results indicate that when talent management and labor forecasting are factored into the model, they take on much of the explanatory weight that was initially linked to job analysis. This doesn't diminish the significance of job analysis; instead, it highlights its role as a crucial but not standalone factor. Without precise role definitions, forecasting and talent strategies can become disjointed; however, without these complementary practices, job analysis by itself can't provide the stability needed for organizations facing structural shifts.

This nuanced perspective aligns with contingency-based HRM models and pushes back against the overly simplistic causal assumptions often found in restructuring discussions that stem from more stable institutional environments.

Results and Discussion

This section dives into the findings from our study on human resource planning and organizational restructuring within both International and National NGOs working in South Sudan. Instead of just throwing out statistical data on its own, we weave together the results across different objectives to shed light on how and why certain HR planning

practices influence restructuring outcomes in a challenging and conflict-ridden environment.

Job Analysis and Organizational Restructuring

The research shows that job analysis plays a crucial and statistically significant role in how effectively organizations can restructure. NGOs that took the time to clearly define job roles, responsibilities, reporting lines, and the skills needed found that their restructuring efforts were more stable and coherent. This connection held strong even when accounting for other human resource planning factors, highlighting job analysis as a key element in successful restructuring.

From a theoretical standpoint, these findings back up Contingency Theory by showing that job analysis improves organizational alignment during times of structural change. In the unpredictable context of South Sudan marked by insecurity, fluctuating donor support, and weak institutions job analysis acts as a stabilizing factor, helping to clear up role confusion and reduce employee pushback. This insight adds to the existing HRM literature by showing that the importance of job analysis grows in environments where uncertainty is a constant challenge rather than a temporary issue.

Interestingly, the study uncovers different approaches to implementation between International and National NGOs. While INGOs typically use formal job analysis systems that align with donor requirements and standardized HR practices, NNGOs often take a more informal and flexible approach shaped by their specific circumstances [6, 9]. Despite these differences, the absence of job analysis formal or informal was consistently associated with restructuring difficulties, underscoring the universal importance of role clarity regardless of organizational type [12].

Labor Demand and Supply Forecasting in Fragile Contexts

The analysis reveals that while forecasting labor demand and supply plays a notable role in restructuring outcomes, its impact is somewhat tempered. By effectively anticipating staffing needs, planning gradual changes, and reallocating personnel in response to shifts in the environment, workforce forecasting can enhance the effectiveness of restructuring efforts. However, the unpredictable operational landscape in South Sudan limits the effectiveness of these forecasts. Factors like sudden changes in donor funding, security issues, and the need for emergency program adjustments consistently challenge the accuracy of forecasting. Consequently, the study concludes that in fragile contexts, forecasting doesn't primarily improve predictive accuracy; instead, it bolsters an organization's ability to adapt.

This insight contributes to Systems Theory by illustrating that organizations operating in conflict-affected areas behave as open systems, vulnerable to significant external fluctuations. International Non-Governmental Organizations (INGOs) tend to have a stronger forecasting capability, thanks to their access to human resources information systems, scenario planning tools, and adaptable staffing strategies. On the other hand, National Non-Governmental Organizations (NNGOs) often find themselves making reactive workforce adjustments based on immediate operational demands. Still, those organizations that practiced proactive forecasting regardless of how precise it was were in a better position to handle shocks and carry out restructuring with less disruption.

Thus, the study redefines labor forecasting as a tool for risk mitigation and preparedness, rather than merely a predictive tool, especially in fragile environments.

Talent Management and Restructuring Sustainability

Talent management has emerged as a key factor in determining how effectively organizations can restructure. The research shows that NGOs that focus on keeping their staff, developing their skills, and planning for future leadership are much more likely to maintain the benefits of restructuring over time. This finding supports the Resource-Based View and Human Capital Theory, highlighting that human capital is a vital strategic asset that needs to be preserved during times of organizational change. In unstable regions, restructuring often fails not because of poor structural design, but because skilled employees leave before new systems can take root. Thus, talent management serves as a crucial link between the goals of restructuring and the practical realities of operations.

The study also points out that different types of organizations adopt varied strategies for retaining talent. International NGOs tend to focus on financial rewards, opportunities for professional growth, and the chance for international assignments. In contrast, national and faith-based NGOs often emphasize mission alignment, building social networks, and gaining community trust. While these different approaches can enhance loyalty and commitment, they might limit long-term growth and technical expertise.

In summary, the findings highlight that restructuring efforts that lack intentional talent management strategies are unlikely to lead to lasting organizational stability, especially in environments characterized by high turnover and risk.

Integrated Discussion: Human Resource Planning as an Interdependent System

When we look at job analysis, labor demand and supply forecasting, and talent management together, it's clear they function as interconnected parts of a cohesive human resource planning system. Job analysis lays the

groundwork, labor forecasting helps us adapt our workforce, and talent management keeps things running smoothly and resilient during times of change. This study shows that these aspects of HR planning don't just add up; they interact in a dynamic way within the organization. If HR practices are applied in a fragmented or isolated manner, it can undermine the success of restructuring efforts. On the other hand, a coordinated approach can significantly boost an organization's resilience. This interconnectedness is especially important in fragile situations, where an organization's survival hinges on its ability to adapt quickly without losing valuable institutional knowledge [15, 18].

By grounding HR planning in the context of a conflict-affected NGO, this study pushes the boundaries of HRM and organizational change research beyond stable environments. It provides evidence that effective restructuring in fragile states demands HR planning systems that are sensitive to the context, adaptable, and strategically aligned, rather than simply copying standardized models from more stable settings.

Contribution to Scholarship and Practice

This study makes a valuable contribution to the existing literature by:

1. Providing real-world evidence of how HR planning mechanisms function in fragile and conflict-affected settings.
2. Shifting the perspective on labor forecasting to see it as an adaptive capability instead of just a predictive tool.
3. Highlighting the importance of talent management as both a temporary and structural necessity for achieving sustainable restructuring.
4. Clarifying the differences in HR planning dynamics between International and National NGOs.

For practitioners, these findings underscore the importance of weaving HR planning into

restructuring strategies, rather than viewing HR functions as mere administrative tasks that can be overlooked.

Conclusion

This study established that job analysis positively influences organizational restructuring among NGOs in South Sudan by providing role clarity, aligning competencies, and reducing task duplication. However, job analysis alone does not independently determine restructuring success. Its effectiveness is maximized when embedded within broader HR planning systems responsive to contextual realities.

This study makes a valuable contribution to the field of human resource management in three important ways. First, it offers some rare empirical insights into job analysis during NGO restructuring in fragile-state contexts, filling a significant gap in both geography and context within existing literature. Second, it redefines job analysis as a crucial capability, emphasizing that its success relies on how well it integrates with broader HR planning systems. Third, it enhances contingency-informed HRM theory by showing how environmental instability alters the typical logic behind standard HR practices. Together, these contributions broaden the relevance of HRM theory beyond stable institutional settings and provide a more realistic perspective on organizational restructuring in areas affected by conflict.

The study contributes empirical evidence from a fragile-state context and underscores the need for adaptive, integrated HR strategies in NGO restructuring.

Implications

Managerial Implications

Leaders in NGOs should make context-sensitive job analysis a fundamental part of their restructuring strategies.

Policy Implications

NGOs should really think about incorporating job analysis right from the start in their restructuring plans, instead of treating it as just another administrative task. This means engaging in participatory job audits, mapping out competencies, and continuously validating roles with the staff currently in those positions. In challenging environments like South Sudan, it's crucial to weave these processes into the organization's risk management strategies. Doing so can help minimize turnover, proactively adjust responsibilities, and ensure smooth operations.

Limitations and Future Research

The study focused on a cross-sectional design within just one national context. For future research, it would be beneficial to explore longitudinal methods or conduct comparative studies across fragile states.

Data Availability Statement

The data supporting the findings of this study are available from the corresponding author upon reasonable request.

Conflict of Interest

The author declares that there is no conflict of interest regarding the research, authorship, or publication of this paper titled "Job Analysis

and Organizational Restructuring among International and National NGOs in South Sudan."

Ethical Approval

This research was conducted in accordance with accepted ethical standards for social science studies. All participants were informed about the purpose of the study, and voluntary informed consent was obtained. Confidentiality and anonymity were upheld throughout the study.

Author Contributions

The author took full charge of the study, coming up with the concept, crafting the methodology, gathering and analyzing the data, and putting together the manuscript for publication.

Funding

This research received no external funding.

Acknowledgements

The author expresses gratitude to the staff of both International and National Non-Governmental Organizations who took part in the study and generously shared their experiences, even in the face of tough operational challenges.

References

- [1]. Barney, J. B., 1991, Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99–120.
- [2]. Becker, B. E., and Huselid, M. A., 1998, High performance work systems and firm performance. *Academy of Management Journal*, 41(1), 8–29.
- [3]. Boxall, P., and Purcell, J., 2016, Strategy and human resource management (4th ed.). *Palgrave Macmillan*.
- [4]. Bryson, J. M., 2018, Strategic planning for public and nonprofit organizations (5th ed.). *Wiley*.

- [5]. Burnes, B., 2017, Managing change (7th ed.). *Pearson*.
- [6]. Cunningham, I., 2010, Employment relations in NGOs. *International Journal of Human Resource Management*, 21(4), 651–670.
- [7]. Dessler, G., 2020, Human resource management (16th ed.). *Pearson*.
- [8]. Donaldson, L., 2001, The contingency theory of organizations. *Sage Publications*.
- [9]. Hailey, J., and James, R., 2004, Trees die from the top. *Voluntary Action*, 6(1), 33–49.
- [10]. Hilhorst, D., 2018, Classical humanitarianism and resilience humanitarianism. *Journal of International Humanitarian Action*, 3(15), 1–12.

- [11]. Kira, M., van Eijnatten, F. M., and Balkin, D. B., 2020, Crafting sustainable work. *Human Relations*, 73(4), 503–527.
- [12]. Lewis, D., 2014, Non-governmental organizations, management and development (3rd ed.). *Routledge*.
- [13]. Mintzberg, H., 2009, Managing. *Berrett-Koehler*.
- [14]. Pfeffer, J., 1998, The human equation: Building profits by putting people first. *Harvard Business School Press*.
- [15]. Scott, W. R., 2014, Institutions and organizations: Ideas, interests, and identities (4th ed.). *Sage Publications*.
- [16]. Smith, A., and Lee, B., 2018, Role clarity and employee adaptation during organizational change. *Journal of Organizational Change Management*, 31(2), 412–428.
- [17]. Ulrich, D., 1997, Human resource champions. *Harvard Business School Press*.
- [18]. Van der Voet, J., Kuipers, B. S., and Groeneveld, S., 2016, Implementing change in public organizations. *Public Management Review*, 18(6), 842–865.
- [19]. World Bank, 2024, South Sudan economic update. *World Bank Group*.
- [20]. Wright, P. M., and McMahan, G. C., 1992, Theoretical perspectives for strategic human resource management. *Journal of Management*, 18(2), 295–320.
- [21]. Wright, P. M., Dunford, B. B., and Snell, S. A., 2001, Human resources and the resource-based view. *Journal of Management*, 27(6), 701–721.