



**INSTITUTIONAL PRESSURES AND NON-GOVERNMENT
ORGANIZATIONS SUSTAINABILITY IN WAKISO DISTRICT**

BY

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2017/HD10/1000U

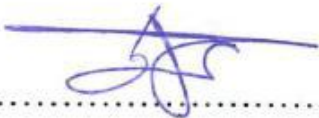
**A DISSERTATION SUBMITTED TO MAKERERE UNIVERSITY BUSINESS
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PLAN A

DECEMBER, 2025

DECLARATION

I.... **KOOLI DAVID**....., do certify to the best of my knowledge that this work is original and the result of my own efforts, never has it been published nor submitted for examination to any university or established higher institution of learning that awards academic degrees or certificates or diplomas.

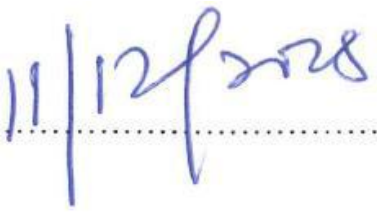
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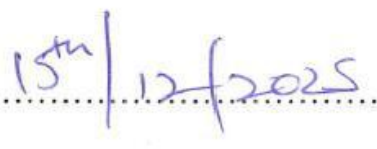
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APPROVAL

We hereby certify that, with our consent as university supervisors, this research proposal titled **"Institutional Pressures and Non-Government Organization (NGO) sustainability in Wakiso District"** has been submitted for further review.

Signature..........Date..........
PROF. VINCENT BAGIRE

Signature..........Date..........
MR. KAKOOZA JOHN BOSCO

DEDICATION

If there were numerous choices to make, I would express gratitude to many including colleagues, most especially those of MBA 2017, friends and relatives. But since my choice is limited. I dedicate this research to my mother Wenene Hasifa, my wife Mutesi Sandra Kooli and my children, including Goodluck Jemimah Kooli and Godcan Jeremiah Peniel Kooli, whose happiness was for a long time exchanged for the Degree.

Thank you Lord.

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My acknowledgement, stretch right from those who set a foundation for my education, most especially my parents, my hard-working mother Wenene Hasifa Kooli. I also acknowledge my siblings, who sacrificed resources and even opportunity to let me be. In-cases where there was rationing for fees, it could have been them.

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My God reward you mightily.

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LIST OF ABBREVIATIONS

NGOs	Non-Government Organizations
SOPs	Standard Operating Procedures
NEMA	National Environmental Management Authority
GIT	Green Information Technology
NFA	National Forest Authority
KCCA	Kampala City Council Authority
CSR	Corporate Social Responsibility

ABSTRACT

NGOs have continued to wind-up, despite the existence in a fairly an enabling environment. NGOs have substantially supplemented the work of government in offering different projects across all sectors. Some of the projects implemented include but not limited to, livelihood projects, education support, health support, infrastructure, human rights support, water and sanitation, climate change resilience. The government through its institutions was responsible for regulations thus providing an enabling environment. Institutions have been also broadly understood in different perspectives, including, donors who have funded NGOs, professional institutions, government agencies, forums, among others. Therefore, as a result of unguaranteed existence of NGOs, the researcher carried out a study to ascertain how pressures from institutions including, normative pressures, coercive pressures and mimetic influenced NGOs sustainability in Wakiso District. The researcher also tested the significance and direction of these variable when individually and jointly super imposed on NGOs sustainability. The study employed an institutional theory approach to explain how institutions related with NGOs. The study reviewed the literature of previous authors basing on the highlighted objectives of the study. The study designed a method that was employed during data collection, analysis, interpretation and deductions. A cross-sectional and quantitative design were some of the study approaches designed during field study. Additionally, closed ended questionnaire tool with 5 point likert scale was employed during data collection. Correlation and regression analysis/ models were used during data analysis to establish the association between variables and the degree of predictability of independent variables on the dependent variable. The study interpreted the findings ranging from its mean, standard deviation (variance) results to Correlation and regression analysis results. Correlation analysis generated both positive and negative responses compared to NGOs sustainability. Conversely when the combined effect of the independent variables on the dependent variable test was carried out, hierarchical regression generated Negative responses for all independent variables except mimetic pressures. A thorough discussion of the findings relative to the literature was conducted and then later conclusions were drawn basing on the study outcomes and recommendation were suggested to help managers improve on their comprehensions of the variables. The study suggested areas of further studies and discoveries in line with the concepts of institutional pressures and sustainability. None the less, the study also had some limitations which were pointed out. And lastly references that informed citations and letters seeking and granting permission were accordingly sought and attached as appendices.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

The following features of this chapter include the study's background, problem statement, purpose, objective, research questions, research hypothesis, scope, significance, and conceptual framework.

1.1 Back ground to the study

Sustainability of NGOs in Uganda is crucial for addressing social, economic and environmental challenges affecting Ugandans. This is true because non-governmental organizations (NGOs) in Uganda are key in implementing projects that address poverty, promote community well-being, improve education, offer healthcare, and protect the environment (Basheka, 2021). The concept of sustainability is perceived as the ability of an organization (NGO) to maintain its benefits on the environment, society, and economy and yield positive impacts over a long term (Müller & Turner, 2019). While in the context of this research study, organizational sustainability denotes everything about integrating the goals of sustainable development, including societal fairness, economic efficacy and eco-friendly exposures into the operating area of an industry (Varsei et al., 2014)

Socially NGO projects focus on well-being and empowerment of communities and considerations in such projects include; improving access to education, healthcare, clean water, and sanitation, promoting gender equality and empowering marginalized groups (Cruz et al., 2021), While the economic perspective, Cantele and Zardini (2018) note that adopting sustainability practices, allows firms to gain a competitive edge by enhancing customer loyalty, strengthening brand reputation, improving financial performance, boosting employee motivation, managing risks effectively, and seizing market opportunities and comprehending sustainability based on environmental perspective, it is conceived that embracing sustainable practices helps to mitigate

gas emissions, environmental footprint, fosters reuse of materials, promotes efficient use of scarce natural resources, and minimizes the consumption of hazardous substances (Gallego-Alvarez et al., 2014). Chen et al. (2015), indicates that managers who demonstrates a strong commitment to environmental issues are more likely to implement environmentally sustainable practices. Further to that, Dos Santos and Campos (2020) stressed that "sustainability practices play a vital role in conserving natural resources, reducing waste generation, and maintaining operational quality" (Dos Santos & Campos, 2020). Scholars point out that social progress and economic expansion of countries are incompatible if the environmental pillar of sustainability and its interdependence is not taken into account (Brent & Labuschagne, 2005; Kivila et al., 2017).

Institutional pressures are comprehended in three different perspectives and they take the form of Normative, Coercive and mimetic.

Normative pressures are social motivators and standards that members of the organizations perceive as professionally right to associate with and embrace their methods of work (Bananuka et al., 2019). They relate to a demonstration and adherence to professional standards by members working in similar organization or an industry (Jaja et al., 2019; mullah and Rouf, 2022). Relatedly, Coercive pressures stem from both formal and informal institutions entrusted with legal authority. Which institutions set regulatory standards and compel organizations to fall (Wijethilake et al., 2017; Bagire et al., 2023). Similarly they are described as constraints that force firms to embrace a course of action (Bananuka et al., 2019; Ozili, 2023). While Mimetic pressures are demands that encourage firms to manage uncertainties arising from their environment benchmarking from successful organizations (Nyahas et al., 2017; Qu et al., 2012). In the contemporary organizational environment, firms are influenced by institutional pressures that govern how they comply with regulations, adapt to external expectations, and implement standardized practices (lee et al., 2024).

Subsequently, the diffusion of different organizational practices amongst organizations has been widely explained through the lens of institutional theory (Pedersen and Gwozdz, 2014). Some, if not all the practices underscores sustainable practices, thus the existence of normative, coercive and mimetic pressures explains organizations' susceptibility towards sustainability.

According to UNNGOF, it is articulated that "through community and humanitarian services like health, education, gender, food security among others, NGOs are perceived to be actively playing a role in poverty reduction" (UNNGOF, 2021). Results of a study conducted by Ocen and Mwesigwa (2022) that was intended to ascertain the manner in which NGO undertakings affected the decrease of poverty in Oyam District, Northern Uganda, showed that NGO activities had a major and beneficial impact on the area's ability to reduce poverty.

None the less, Public Policy Institute (PPI), one of NGOs in Wakiso district, that regularly conducted independent public policy, research and analysis to improve government-civil society relation and support through use of locally led political, social, economic analysis approach, was closed by government sighting none-compliance (NGO bureau 2021). In a related event, in the year, 2019, Crispin Kaheru resigned as regional coordinator of Coalition for Electoral Democracy in Uganda (CCEDU) due to external pressures, including suspension of his organization by the Electoral Commission of Uganda (EC) for allegedly being partisan during election monitoring (Monitor publishers 2019). If such a trend is left to continue would undermine the core values of the organization and compromise its integrity thus contributing to its eventual closure. This research therefore, sought to individually investigate the relationship between institutional pressures and NGO sustainability and the effect of the combined institutional pressures and NGO sustainability.

1.2 Statement of the Problem

"Non-governmental organizations (NGOs) play a critical role in advancing sustainable development both at local and global levels" (Adjei et al., 2012; Banks et al., 2020). "They address a wide range of social, economic, and environmental issues, contributing significantly to sustainability" (Adjei et al., 2012; Banks et al., 2020). However, despite their considerable efforts, their initiatives have not fully addressed the social, economic and environmental attributes (Rajabi et al., 2021). "The government has provided an enabling environment, including regulation, encouraged international funding, provided infrastructure for professionalization, to enhance NGOs sustainability, but ensuring NGO continuity has remained a major challenge" (Arhin et al., 2018; Masefield et al., 2020; Olivo, 2007). 54 NGOs including those which had been operating in the country for over 10 years were indefinitely suspended by the NGO bureau (NGO bureau 2021). African Institute for Energy Governance (AFIEGO), that worked to promote policies that sought to protect the environment and empower communities, was closed by NGO bureau citing none compliance (NGO Bureau 2021). Lack of control over continued closures may translate to erosion of social cohesion, significant environmental damage, and economic loss (Uganda Bureau of Statistics, UBOS, 2021). Nevertheless, it has remained unclear to what extent institutional pressures affect NGOs sustainability. This research therefore, aimed at investigating the influence of normative, coercive and mimetic pressures on NGOs sustainability in Wakiso district.

1.3 Purpose of the study

The study aimed at investigating the relationship between Normative, Coercive, Mimetic and Non-Government Organization Sustainability in Wakiso District.

1.4 Research Objectives

- 1) To find out the relationship between normative pressures and Non-Government Organizations (NGOs) Sustainability.
- 2) To find out the relationship between Coercive pressures and Non-Government Organizations (NGOs) Sustainability.
- 3) To find out the relationship between Mimetic pressures and Non-Government Organizations (NGOs) Sustainability
- 4) To establish the relationship between Normative, Coercive, mimetic pressures and Non-Government Organizations (NGOs) Sustainability.

1.4 Research Questions

- i) What is the relationship between normative pressures and Non-Government Organizations sustainability?
- ii) What is the relationship between coercive pressures and Non-Government Organizations sustainability?
- iii) What is the relationship between mimetic pressures and Non-Government Organizations sustainability?
- iv) What is the relationship between Normative, Coercive, Mimetic pressure and Non-Government Organizations sustainability?

1.6 Scope of the study

This study was restricted to the topic, which included, the subject, geographical, theoretical, time and contextual scope.

1.6.1 Geographical scope

The study was conducted among NGOs operating within Wakiso district. This is so because a big number of NGOs are believed to be concentrated around Wakiso and also resources available could not warrant studying NGOs in the entire country.

1.6.2 Subject scope

This study concentrated solely on examining the relationship between normative, coercive, and mimetic pressures on NGOs sustainability. NGOs Sustainability served as the dependent variable, while the three pressures including normative, coercive, and mimetic were conceptualized as independent variables. The research aimed to investigate the influence of normative, coercive, and mimetic pressures on non-government organizations project outcome sustainability as well as the combined pressures on NGOs sustainability.

1.6.3 Time scope

The study was a cross-sectional study and data was therefore, collected at the period when it was required to be analyzed so as to report on findings.

1.6.4 Contextual Scope

The study sought to understand the relationship between institutional pressures NGOs sustainability within Wakiso district.

1. 6.5 Theoretical Scope.

The study applied institutional theory to explain the different forces within institutional set up influence NGOs sustainability.

1.7 Significance of the study.

- The results of this study will enrich the existing body of knowledge concerning coercive pressures, normative pressures, and mimetic pressures and how they have contributed to

NGOs sustainability in Wakiso district.

- It is expected that the outcomes of this study will inform best practices, guide decision-making processes, and assist NGOs in designing and implementing projects that achieve sustainable outcomes and effectively address social, economic and environmental challenges in Uganda while engaging other players.
- The research will also provide an insight to policy makers to understand how normative, coercive, and mimetic forces affect NGOs sustainability in Wakiso district

1.8 Conceptual Framework

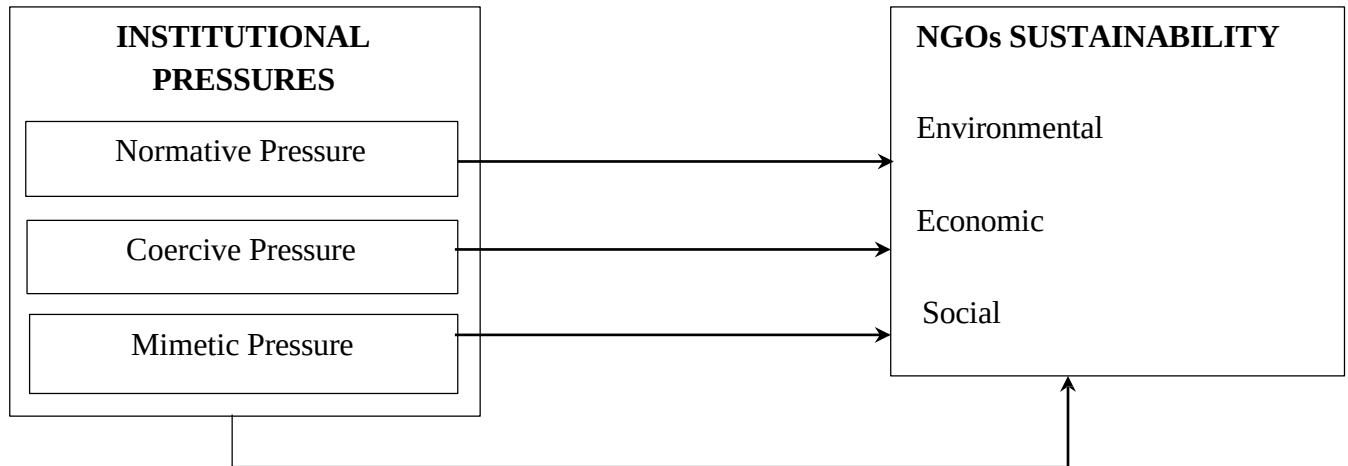


Figure 1: Conceptual framework

Source: Alinda et al., (2023). Nyahas et al. (2017), Kauppi et al. (2017), and Mitchell et al. (2017)

Description of the Conceptual Framework

Normative pressures relate to organizational sustainability through adoption of professional code of conduct that is demonstrated by affiliated superior organizations, knowledge institutions and associations before organization which they supervise. While coercive isomorphism embraces a mandatory effect operated by institutions or agencies towards organizations to enforce and reward compliance and as well punish non-compliance. Mimetic pressure relates to sustainability when organizations are confronted with uncertainty in addressing critical issues and as a result of such uncertainty, organizations are compelled to find solutions from their counterparts who have succeeded. Generally, institutional pressures are likely to be influencing NGO sustainability that influences management decision on sustainable practices.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The literature review section of this research primarily delves into two key areas; the theoretical review and an in-depth examination of literature concerning the impact of normative, coercive, and mimetic pressures on NGOs sustainability. It is a section where the relationship between NGOs Sustainability and normative pressures, NGOs sustainability and coercive pressures, NGOs sustainability and mimetic pressures and the combined effect of institutional pressures on NGOs sustainability is discussed.

2.1 Institutional theory

"Institutional theory, first articulated by DiMaggio and Powell in 1983, posits that external institutional forces shape the structures and practices of organizations. This theory suggests that organizations seek to gain and sustain legitimacy by responding to these external pressures" (DiMaggio & Powell, 1983). Zhang et al. (2019) contend that firms pursue legitimacy within their institutional contexts, which are influenced by stakeholders such as governments, competitors, and consumers. "Adopting widely accepted practices enhances an organization's survival prospects, as legitimacy is crucial for securing support from these stakeholders" (Lamin & Zaheer, 2012; Maclean & Benham, 2010). "Scholars highlight three forms of drivers that create isomorphism in organizational strategies, structures, and processes, classified as coercive, normative, and mimetic" (DiMaggio & Powell, 1983).

These forces influence organizational behavior (Chen et al., 2018), consequently any changes that arises as a result of such external forces may lead to shifts in social values, technological progress, and regulation (Ball & Craig, 2010; Tate et al., 2010). Thus, influencing organizational sustainability.

In this study context, NGOs are aware of isomorphic drivers, which are Normative, Coercive and mimetic forces and their regulation requirements and as a result of the pressures imposed by them, NGOs are likely to adopt sustainability practices. However, research indicates that NGOs may adopt a compliance “mindset behavior” where they may appear to be adhering to sustainability practices without making substantial changes in their operations (Barnett et al., 2019) and that NGOs may prioritize adherence to regulation rather than pursuing sustainability practices (Rasche & Esser, 2020).

2.1 Institutional Pressures

Institutional pressures are a central concept in organizational and institutional theory, representing the influence exerted by external institutions on an organization's behavior and decision making (Meyer & Rowan, 1977). "From the perspective of institutional theory, Scott (2005); Berrone et al., (2013) professed that institutional pressures are social factors that affect organizations' actions" (Scott, 2005; Berrone et al., 2013). "Koskela-Huotari et al. (2020) complemented earlier scholars by stressing that the theory helps to shape the conclusions drawn by researchers about academic innovation" (Koskela-Huotari et al., 2020). It shows how the pressures within the relationship between firms and science influence researchers' conclusion on variables. Moreover Helm (2020), articulated that adherence to institutional pressures stimulates firms' operation causing improvement in their environmental and economic performance.

However, Dolan and Opondo, (2019) found that when firms are subjected to regulation pressures, they always resort to "green washing" tactics, posturing as if they are environmentally responsible while in reality they fail to implement significant operational changes. Given such observation, it is plausible to delve into institutional pressures individually considering the three types of isomorphism that include normative, coercive and mimetic.

2.1.1 Normative pressures

Normative pressures shape an organization's response. Deng & Ji (2015) highlight that these pressures are associated with professionalism. Krell et al. (2016) describes these pressures as pressures that stem from standards set by industrial or professional associations. Scholars differentiated normative from coercive pressures arguing that while coercive pressures stem from institutions which exert forceful adoption, normative pressures are associated with specific industrial and professional institutions and firms readily adhere to standards as opposed to coercion (Deng and Ji 2015). Additionally, normative pressures can strengthen an organization's identity and ethical standards, yet they may also hinder necessary change when the norms within the organization are inflexible (Kropp & Totzek, 2020).

In research conducted in an underwear company of APL aimed at confirming how organizational isomorphism's pressures impact knowledge acquisition, Zhu et al., (2010) articulated that normative pressures are pressures captivated by either internal or external or interested parties of the organization, aiming at full efficiency and professionalization.

2.2.2 Coercive pressures

Classical Institutional theorist comprehends coercive pressures as those that result from institutions in a firm's environment that explicitly provide regulations that a firm must abide by. They articulate that institutions ought to be powerful to penalize non-compliance and actively reward compliance

(DiMaggio & Powell 1983). Coercive pressures are imposed by regulatory bodies or the legal system that compels firms to comply (Kreuzer, 2017). Scholars have claimed that responding to these pressures may either attract reward or punishment. Aragon-Correa et al., (2018), articulated the coercion that organization are likely to confront for violating environmental and labour laws (Aragon-Correa et al 2018). According to Masocha and Fatoki (2018), regulatory pressures are perceived as processes and prevailing legislatures arising from regulating institutions which creates and defines the practice of the organization in total regard to its environment. Comparably Carlos et al., (2022), perceives coercive isomorphic forces as the type of pressure arising as a result of policy provisions conferred to regulatory bodies, like enforcement authorities which work for the government. Adding further that organizations conform to these requirements to avoid penalties or sanctions.

However, Botchway, 2023, comprehends that Coercive pressures can be highly restrictive when applied rigidly, allowing minimal organizational flexibility and often resulting in standardized procedures that may suppress innovation (Botchway, 2023).

2.1.2 Mimetic pressures

According to Krell et al. (2016), “mimetic pressures are felt when there is a need to accomplish a particular task, solve a particular problem, or accomplish a particular goal” (krel et al.,2016). They add that such pressures are experienced in circumstances of uncertainties and organizations lack knowledge necessary to address a problem. Thus, compelling such organizations to observe and imitate organizations implementing similar projects and have since succeeded in addressing similar challenges. Coffey et al. (2013) hypothesizes further that organizations often copy the structures of similar and successful organizations.

Similar to the previous articulations, Dangelico, (2016) postulated that mimetic isomorphism is

where organizations imitate the practices and behaviors of successful peers or competitors, driven by uncertainty or desire to reduce perceived risks. Whereas Bananuka (2020) postulated that firms mimic others to maintain competitiveness and mitigate adverse and unexpected outcomes of heterogeneity.

In a research study that sought to establish by what means do normative, coercive and mimetic pressure impact innovations by the cluster firm, taking strategic cognition as a mediating role, scholars articulated that competitors within the same cluster become more competitive by implementing innovative approach that serves as a benchmark to other firms which in-turn use it as an innovative strategy (Lewis & Harvey, 2001). Similarly, (Fores and Fernandez-yanez 2023) posits that the excellence of firms is dependent on their economic, environmental and social expectations.

2.2 Sustainability of Non-government Organizations

NGOs have progressively placed a greater emphasis on sustainability issues in the past 3 decades, (Asgary & Li, 2016). According to Desore and Narula (2018), “applying sustainability practices enhances NGOs competitiveness and offer assistance to overcome resource shortages as well”. According to Anheier et al, (2007), NGOs are perceived as formal organizations, non-profit orientation and non-government owned, established to improve conditions of the people. While sustainability concept involves the simultaneous integration of interconnected and mutually reinforcing components including; social, economic and environmental aspects (Corbo et al., 2014 & Haanes, 2016).

"Whereas there is no generally agreed-upon definition of sustainability, researchers have come up to suggest that it involves using resources in a manner that does not compromise the well- being

of generations to come" (Amui et al., 2017; Petro et al., 2017).

Delving further in the study, sustainability is comprehended as a multifaceted concept that encompasses aspects including economic, social, environmental, operational, and identity. It is a continuous process rather than an end in itself Arhin et al. (2015). "Sustainability consists of three elements which researchers have described as 'triple bottom line' and are interconnected and mutually reinforcing, yet they also race one another" (McWilliams et al., 2016; Leung & Rosenthal, 2019). "Since sustainability elements are always racing each other, McWilliams et al. (2016) and Leung and Rosenthal (2019) underscore the need for firms to adopt a holistic approach to effectively integrate and balance these elements within their current operations" (McWilliams et al., 2016; Leung & Rosenthal, 2019).

The World Summit United Nation General Assembly (2005), as well, resolved that the notion of sustainability is scaled down to relatively three broad pillars which were pointed out to include economic, environmental, and social necessities. Against this background, the study takes a shape to individually comprehend the sustainability pillars also interpreted as the triple bottom line concept.

2.2.1 Economic perspective

According to Silvius & Schipper (2014) and Sanchez (2015), social well-being and prudent use of environmental resources influence the economic aspect of sustainability. In a study conducted by "Sendawula and Bagire (2020) that sought to examine the relationship between environmental commitment and environmental sustainability practices of manufacturing small and medium enterprises (SMEs) in Uganda" (Sendawula & Bagire., 2020), "Cantele and Zardini (2018) contend that NGOs that embrace sustainability practices gain a competitive edge by boosting customer loyalty, heightening brand reputation, improving financial performance, increasing employee

motivation, managing risks more effectively, and capitalizing on market opportunities" (Cantele & Zardini, 2018).

In a bid to examine the extent to which "organizational sustainability" has been applied in project management in real world settings, it is comprehended that, the economy is seen as a subsystem of the institution's needs for human-social needs, and the social well-being as subsystem of the ecological system, thus the interconnectedness and interdependency speaks to the association between institutions and the three pillars of sustainability.

The contribution of economic pillar cannot be under rated; the economic pillar preserves a firm's business capital, optimize return on investment, minimize expenses, raise proceeds, improve quality (Gachie, 2009). In the perspective of this research study, proper management of donor's resources coupled with adherence to institutional pressures may likely translate into increased donor trust that increases the turnover and income, positively impacting donor budget. Budgetary increase leads to capacity enhancement that is likely to translate into NGOs Sustainability.

2.3.2 Social pillar

Another constructive pillar of sustainability which requires due consideration for sustainability of NGOs to be attained is the social perspective. It aims at identifying and handling important players within the industry, whose demands and expectations can drive the NGOs to continued existence. Organization that embraces social sustainability may increase their reputation and customer base which in turn creates a virtuous cycle, thus leading to enhanced level of implementing sustainability practices (Huq and Stevenson, 2020).

According to existing research, an organization's internal and external stakeholders are both valued assets (Thomas, 2012; King IV, 2016). Therefore, employers ought to ensure employee motivation

through mechanisms that generate value for the firm in order for social sustainability to be achieved. Regretfully, undervaluation often occurs when it comes to how well an organization takes care of its workers without abusing them (Ullah et al., 2013). The main focus of social sustainability is the social development and the society where NGOs are regarded as important organizations and tools for achieving social justice. Therefore, they ought to accept the legal, moral, and social-economic perspectives of stakeholders involved.

2.2.2 Environmental perspective

Within the framework of sustainability, the environmental, also described as ecological pillar, is one of the three main components of sustainability. This pillar focuses on addressing the challenges that encounter the environment that humans live in, its preservation, the degree to which human activity has negatively damaged it, and the extent to which mankind has not succeeded in protecting it to this day (Elkington, 1998; King IV, 2016).

Sendawula et al. (2018) observed that firm owners and managers who lack serious commitment undermines efforts to conserve the natural environment. "They further reinforced this position, stressing that 'firms that respond to institutional pressures are more likely to engage in environmental sustainability initiatives' (Sendawula et al., 2021)."

According to Ullah et al. (2013), they suggest that the environment's deterioration has been caused by purely the selfish pursuit of economic objectives. "In Alinda et al. (2023), study of institutional pressures and sustainability practices of manufacturing firms in Uganda, McKinsey (2021) report was cited, articulating that 'the need for sustainable consumption and production, as emphasized in SDG 12, is crucial to decouple economic growth from environmental degradation' (McKinsey, 2021)." Given the perception and emphasis that man's pursuit for economic growth is linked to environmental degradation, then it is probable that conforming to environmental sustainability

principle and practice will affect the appeal for economic growth. Hence a need to decouple the environment from the effects of economic growth. It therefore follows that the environmental pillar and how the three elements of environmental sustainability, relates to one another is essential for achieving social wellbeing and economic progress of a country (Labuschagne & Brent, 2005, Kivila et al, 2017, p.317.).

2.4.1 Normative pressure and Non-Government Organizations (NGOs) sustainability.

In a study conducted by Bagire et al., (2023) to investigate the relationship between institutional pressures and sustainable energy orientation in higher educational institutions in Uganda (Bagire et al., 2023). Findings revealed a positive and significant influence of institutional pressures on sustainable energy orientation. This finding implied that institutional pressures indeed influences energy orientation in higher education institutions in Uganda. In the context of our study, education institutions render professional standards and certifications, meaning that normative pressure which are elements of institutional pressures are likely to influence NGO sustainability.

Nyahas et al. (2017) examined "the mediating role of organizational culture in the relationship between isomorphic influences and voluntary disclosure among listed firms in Nigeria" (Nyahas et al., 2017). "They found a positive and significant interaction involving normative pressures and the voluntary disclosure practices of these firms" (p.5). Thus, suggesting that when organizations perceive social or industry norms that encourage transparency and disclosure, they are more likely to voluntarily disclose information about their operational affairs. In the context of this study, it is likely that, if an NGO adopt a culture that fosters policy, transparency and accountability, integrity, and other professional and ethical standards, it is likely to be sustainable.

"In the same study, findings by Ball and Craig et al. (2005, p. 13) sustained the argument that 'adherence to professional code of conduct, ethics, and norms by firms has a significant influence

on their corporate social responsibility reporting practice' (Ball & Craig et al., 2005, p. 13)."

"In a review of literature concerning the study of Kauppi et al. (2017), which examined the dynamics of social sustainability assessment initiatives and their influence on third-party accreditation within global supply chains, Moxham and Kauppi (2014) previous work was consulted, and it revealed that 'fair trade organizations play a significant role in promoting their ideology through partnering with educational institutions that offer supply chain management programs' (Moxham & Kauppi, 2014)." Third party accreditation in the global supply chain demonstrates a technological and professional enhancement that could result into efficiency and sustained practices. Given that the collaboration and partnership between fair trade organizations and educational institutions that offer supply chain management played a significant role of promoting the firm's ideology as highlighted by Moxham and Kauppi's (2014) study, It is then plausible in this study context to suggest that, NGOs in Uganda that have earned trust from key stakeholders might have embraced and collaborated with ethical and professional entities. These entities could include external audit firms, industrial unions, organization networks, coalitions, NGO forums, and professional institutions such as the Uganda Institute of Certified Public Accountants (UICPA), among others.

In another study conducted by Chinonye et al. (2021), to assess the effect of normative pressures of institutional isomorphism as a procedure for survivability of telecommunication firms in Nigeria, findings indicated a significant and positive interaction between normative pressures and the survivability of telecommunications companies in Nigeria (Chinonye et al., 2021).

It was further emphasized that when firms are persuaded to follow professionalization criteria in their operational patterns, organizational legitimacy is increased, and sustainability is attained through goodwill. Given that sustainability is perceived as organization's ability to maintain its

benefits on the environment, society, and economy and yield positive impacts over a long term (Müller & Turner, 2019), yet relatedly, the agile ability to continue and adaptability needed by an organization to navigate through market demands as well as stakeholder's dynamics is perceived as survivability. It is then appropriate in this study perspective to assert that, the level of ability and adaptability highlighted in both sustainability and survivability definitions focusing at organization's continuity underlines a relationship between Normative pressures and NGOs sustainability.

Munene (2006) observes that normative pressures are the results of professional communities' influence and rules of behavior having an impact on organizational features. Professionals typically receive these standards or rules through their education, trainings, and certification through procedures approved by professional associations. Following professional rules of practice gives an organization a positive public image and as a result, gives it credibility in the eyes of the public which is a precursor to social sustainability features. Relatedly, Sarkis et al. (2011), asserts that normative pressures guarantee that organizations follow the law for the sake of being recognized as being involved in legitimate engagements, thus guaranteeing their long-term survival.

In contrast, Boiral et al. (2019), Chatterji et al. (2020), and Gilbert et al. (2018) argue that the adoption of sustainability practices may not always be driven by normative pressures. They presuppose that firms might engage in symbolic gestures, implement sustainability measures reluctantly, or separate these practices from their core operations.

2.4.2 Coercive pressures and Non-Government Organizations (NGOs) sustainability.

Powerful stakeholders such as parent corporations, funders, regulators, foreign investors, standards agencies, industry norms, and rating agencies, have the potential to compel organizations to adopt sustainable practices (Schaltegger & Herzig, 2014). The influence and

coercion from such organizations, agencies and institutions and adherence to such pressures by subordinate NGOs is a natured relationship.

In a study conducted by Alziady and Enaya (2019), which focused on investigating the impact of institutional pressures with a persistent determination in the application of green information technology, researchers highlighted based on institutional theory that 'coercive pressures such as regulatory powers, play a crucial role in fostering environmentally conscious adoption behaviors' (Lin & Ho, 2016, p. 7). The act of fostering environmentally conscious behaviors towards organizations suggests a possible relationship between coercive pressures and NGOs sustainability.

Guo et al. (2016), postulates that 'coercive pressures play a crucial role in driving the adoption of green information technology (GIT)' (Guo et al., 2016). Green Information Technology (GIT) also known as 'voluntary labeling program' being one of the technologies adopted to promote environmentally sustainable computing resources, then it is likely that coercive pressure positively relates to NGOs sustainability. In the context of this study, NGOs have demonstrated proactive efforts of advocating for environmental protection. Climate smart initiatives such as promoting recycling of plastic waste, encouraging tree planting, discouraging dumping into water bodies, have been put up. Manufacturing firms have set up environmental safeguards to control climate change, reduce environmental footprints, reduce gas emissions, conserve resources, and minimizing waste (NEMA, 2019).

Similarly, regulatory bodies such as National Forestry Authority (NFA), Kampala City Council Authority (KCCA) and district local governments, enforce environmental management. Moreover, scholars highlight that environmental regulations drive organizations to embrace specific practices geared towards reducing pollution and enhance sustainability (Farrukh et al., 2023). The

collaborative partnership between NGOs and regulatory agencies signals a likely positive relationship between coercive pressures and NGOs sustainability.

According to Kauppi et al. (2013), organizations do experience regulatory constraints from other institutions on which they rely, particularly for their continued operation and existence. To further substantiate this argument, Gunarathne and Lee (2019) provided compelling evidence regarding the role of coercive pressures in shaping corporate environmental management practices, particularly during the reactive phase (Gunarathne & Lee, 2019). Their findings underscore the significant impact of coercive pressures on the adoption and implementation of environmental management practices.

Conversely, Edeigba and Arasanmi (2021) offered a nuanced perspective based on their empirical analysis of small and medium-sized enterprises (SMEs) in New Zealand. They concluded that 'operational rules and regulations have a positive effect on sustainability practices within firms' (Edeigba & Arasanmi, 2021).

Ashworth et al. (2007) contended that quite often, institutional demands are linked to legal mandates and health precautions like protective gears. Concerns like social duty, taxes, and environmental damage are highlighted as ethically related issues. The ethical considerations pointed out, such as controlling environmental pollution, upholding social responsibility, and addressing tax obligation, align with the environmental, social, and economic aspects of sustainability also embedded within NGOs, thus suggesting a potential relationship between coercive pressures and the NGOs sustainability (Ashworth et al., 2007).

In a study by Alinda et al. (2023), "it was found that coercive pressures had a notable impact on economic, environmental, and social sustainability" (p. 4). This finding aligns with Masocha and

Fatoki's (2018) research findings, which underscored the critical role of coercive pressures in shaping sustainability practices. Similarly, Sendawula et al. (2021) supported this perspective by demonstrating that "regulatory compliance significantly forecasts environmental sustainability practices" (p. 9). Moreover, results of Nyahas et al. (2017) uncovers a strong and favorable relationship between normative pressures and listed companies' voluntary disclosure policies in Nigeria. Given that studies by different scholars suggests that coercive pressures significantly and positively impact sustainability practices, then it is also likely, in our study context that, coercive pressures positively influence sustainability practices.

However, a survey of business owners in "the department of Business, Innovation and Skills (BIS, 2013)", contradicts Lin and Ho, (2016)'s vitality of regulatory pressures in creating an environmental permit to adopt behaviors. Regulatory pressures were identified by business owners in "the Department for Business, Innovation and Skills (BIS, 2013)" survey as a serious barrier to business expansion and success. The survey attached these results to the "monetary value required to be regarded as compliant, particularly for young firms that lack the financial muscle to suppress demand and operational shocks, as well as the costs associated with complying with regulations" (BIS, 2013). Barriers to business growth and success may also manifest as obstacles to organizational sustainability, in this study context, NGOs sustainability.

Contradicting earlier findings by Lin and Ho, (2016), Kauppi et al., (2013) and Nyahas et al., (2017) further, was Scott, (2008)'s decoupling strategy. He hypothesized that organizations adopt a decoupling strategy to respond to institutional pressures, where firms seemingly conform to societal expectations and demands but fail to implement them. The argument was reinforced by Ali and Al-Aali (2017) who emphasized that although those in positions of authority appear committed to managing or preventing crises, their true intentions are to find a solution to the problem. Given

findings in their literature, it is likely that only a fractional influence of coercive pressures on NGOs sustainability exists.

2.4.2 Mimetic pressures and Non-Government Organizations (NGOs) sustainability

Mimetic pressures drive firms to benchmark actions and strategies of their successful competitors or peers. Scholarly findings from research by Lam et al., (2016), underscored that uncertainty cause mimetic isomorphism which consequently results into organizations modeling around others to ensure they too practice. Mimetic pressure indeed plays a significant role in shaping how firms approach sustainability. When industry leaders implement successful sustainability practices, other firms often follow suit, driven by the desire to stay competitive or align with perceived industrial standards. For instance, the extensive adoption of digital transformation initiatives by organization can be explained by mimetic isomorphism, where they emulate the practices of early adopters that they perceive to be successful (Schiavi et al., 2024). This form of pressure is part of a broader concept where firms mimic the strategies of leaders to gain legitimacy or achieve similar successes.

Ramos et al. (2014) and Reinecke & Ansari (2017) highlight how this mimicry can accelerate the adoption of sustainability practices across industries, fostering a more widespread commitment to economic, environmental and social responsibility (Ramos et al., 2014; Reinecke & Ansari, 2017).

Practitioners find themselves in a state of ambiguity because of sustainability management tools, approaches and principles that are frequently overrepresented in academic research (Windolph et al., 2014)". Under such circumstances, firms are likely to adopt strategies that only substantive firms have used. On the basis of this enlightenment, mimic inclinations are based on the uncertainty that results from sustainable management tools, techniques, and principles hence, pointing to a

likely positive correlation between mimetic pressures and NGOs sustainability. Windolph et al., (2014), adds that corporate sustainability imitation which is also described as corporate sustainability mimicry is either directly through employee transfer or turnover or indirectly through the actions of institutions like trade associations or consultancy firms.

“In a study conducted by Alinda et al. (2023), the works of Krell et al. (2016) were reviewed to determine the significance of institutional pressures on the sustainability practices of medium and large manufacturing firms in Uganda" (Alinda et al., 2023; Krell et al., 2016). Their findings revealed that when organizations encounter challenges for which they lack sufficient information, they often look to other industry players who have effectively addressed similar issues their observation pointed to a likely positive and significant connection between NGOs sustainability and mimetic pressures. In the context of this study, there is widespread adoption of initiatives such as experience sharing programs, capacity building and exchange visits, aimed at enhancing employee knowledge to match the required standard and market demand. Additionally, non-governmental organizations NGOs are classified into categories such as community-based organizations (CBOs), indigenous, international, and foreign NGOs (NGO Bureau), indicating the co-existence of both struggling and seasoned organizations within the sector.

Since mimetic pressures are said to be occurring under circumstances of uncertainties' arising from sustainable management tools, approaches and principles and given that there may be new and inexperienced organizations in the field, then it is likely that mimetic pressures positively influence NGOs sustainability.

2.4.4. Institutional pressures and Non-Government Organizations (NGOs)

Sustainability

In order for organizations to break through and survive in the social, economic, and operational environment, they must be susceptible to institutional pressures regardless of how simple or complicated it is.

According to Deng and Ji (2015), benefits of implementing GIT practices in the entire firm may include reduction in carbon emissions and electricity consumption, enhance operation system performance, and foster interaction and collaboration. The act of reducing power consumption and carbon emission is adopting and adhering to regulatory measures of environmental protection through reducing pollution. While improving operational systems performance relates to normative aspect of professionalizing the system to enhance efficacy in operation. Whereas increased interaction and collaboration relates to response to mimetic pressures through social aspect of sustainability, thus evoking a likely hybrid relationship of normative, coercive, and mimetic pressures on NGOs sustainability.

In a study conducted by Bananuka (2020), to investigate the impact of Internet Financial Reporting (IFR) among financial services firms in Uganda, findings revealed that institutional pressures are significant predictors of IFR. In respect to this study context, Bananuka (2020)'s findings could also suggests that institutional pressures are likely to positively predict NGOs sustainability.

Scholars posit that institutional pressures drive organizations to embrace sustainable procedures, regulatory compliance and adherence to societal norms and values, promote environmentally friendly and socially responsible practices (Elkington, 1997; Kolk, 2008). Responding to such mounted pressures by institutions suggests a likely association between institutional pressures and

organizational sustainability.

Scholars articulate that “evaluating driving forces for GIT adoption, motivational factors including those which translate into economic advantage, requirement for regulation, the obligation of stakeholders, ethics and professional attributes, need to be taken into account” (Khorasanizadeh et al., 2016). The economic benefits that accrue aligns to the economic pillar of sustainability, regulation requirements and stakeholders’ obligation in this particular case directly affects environmental pillar of sustainability, while professional and ethical attributes affects social pillar of sustainability, hence suggesting a likely positive influence of normative, coercive and mimetic pressures on NGOs sustainability.

"Glover et al. (2014) conducted a study aiming to explore the perception of sustainable practices within the dairy supply chain through the lens of institutional theory. In their research, they reviewed the work of Kilbourne et al. (2002), who emphasized the significant role of coercive forces in advancing environmental management practices" (Glover et al., 2014; Kilbourne et al., 2002). According to Sarkis et al., (2011), normative pressures were seen to propel firms to comply in order to be viewed as engaging in legitimate activities. Relatedly, Ball and Craig (2010), in a similar line of argument had earlier intimated that normative pressures compel organizations to be more environmentally conscious. Whereas mimetic isomorphism drivers were observed as pressures that exists in situations of uncertainty which coerces an organization to adopt measures of social actions to scale up actions of successful competitors performing similar business within the industry (Aerts et al., 2006). Adherence to policy, professional ideas gained from professional associations, coupled with the benchmark and corresponding support, gained from successful organizations in the Industry suggests a likely interrelationship between institutional pressures and NGO sustainability.

A review of the annual reports and financial statements of the Reserve Bank of Australia (RBA) and the Australian Prudential Regulation Authority (APRA) from 2000 to 2010 revealed significant institutional pressures influencing the performance measurement systems (PMS) within banks and financial institutions. These pressures included increased regulatory demands and heightened customer expectations for a broader array of banking products and services, particularly derivatives" (Klynveld Peat Marwick Goerdeler [KPMG], 2013). The regulatory and customer pressures exerted on the Australian banking industry underscored the potential interplay of coercive, normative, and mimetic pressures in driving sustainability initiatives.

Alinda et al.'s (2017) study aimed to investigate the impact of institutional pressures on the sustainability practices of medium and large manufacturing firms in Uganda. Findings of this study indicated that, when institutions and regulatory authorities impose strict regulations and controls on firms, it's likely that they adopt sustainability standards" (Hamann et al., 2017). Similarly, normative pressure from stakeholders, industry associations, and professional networks, influences manufacturing firms' adoption of sustainable practices (Prakash & Potoski, 2016). While mimetic pressures occur when firms adopt the sustainability measures of industry leaders. Additionally, firms mimic other firms in their industry using common sustainable practices, which increases the likelihood of being imitated (Ramos et al., 2014; Reinecke & Ansari, 2017).

In contrast however, Barnett et al., (2019), discovered that some organizations may superficially adhere to sustainability standards without actually adopting sustainability practices as a core value. Rasche and Esser (2020), supplemented Barnett et al., (2019)'s argument emphasizing that although coercive pressures could result in early compliance, they might not always promote a sincere commitment to sustainability practices and that, coercive pressures may create a compliance mindset in which firms give priority to regulations as opposed to actively pursuing sustainability

practices.

According to Desore and Narula (2018), application of sustainability practices is likely to position organizations at a competitive edge and as well assist them to overcome resource shortages (Desore and Narula 2018). Organizations have progressively placed a greater emphasis on sustainability issues in the past 3 decades, (Asgary & Li, 2016). A competitive landscape drive organizations to embrace sustainability practices to gain a competitive advantage (Pinto & Covin, 2019).

Therefore, based on information reviewed from different studies, this study articulates that, coercive, normative, mimetic, pressures collectively shape how NGOs integrate sustainability standards into their management systems to ensure their continued existence. Thus, recognizing and responding to these pressures is essential for project managers to meet societal expectations and contribute to long-term environmental, social, and economic sustainability.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

In the methodology section, the methodological framework that underpins this study was explored, outlining the tools, techniques, and instruments crucial to our data collection and analysis processes. This comprehensive approach involved use of several critical components: including research design, sample design, study population, sample size determination, data sources identification, selection of research instruments, variable measurement approaches, and ethical considerations. These components were essential in the study and were applied throughout all phases of data collection and analysis.

3.2 Research Design

This study exclusively utilized a quantitative research design, as it well aligned with the research objectives. The choice of a quantitative approach was driven by its ability to efficiently collect and analyze numerical data, which was crucial for the timely discovery of findings related to the research phenomenon. Quantitative methods are particularly effective for quantifying variables and assessing their relationships, which is essential for addressing the specific issues under investigation (Creswell & David 2018). Also given the wide scope of the study sample for this particular study, a quantitative design was more practical from a logistical standpoint. It facilitated efficient time use, effective financial resource management through a swift collection and analysis as well as a meaningful and precise conclusion drawn by the researcher.

3.3 Study Population

The study population constituted 80 NGOs within Wakiso District (Wakiso District local Government, 2020), Uganda Registration Service Bureau, (2023) and Non-Government

Organization Bureau (NGO bureau 2022). The Unit of analysis was Non-Government Organizations (NGOs) implementing projects intended to support marginalized communities of Uganda, particularly Wakiso District and Unit of inquiry comprised Project managers and Monitoring and Evaluation managers working with NGOs. This level of managers was selected because at this managerial level, managers are expected to have developed the capacity to comprehend issues related to how institutional pressures effect on NGOs Sustainability and besides Project Managers and M&E managers were easily accessible than other senior officers. Wakiso district was selected based on information from NGO bureau (NGO bureau 2022), which revealed that Wakiso is one of the districts with highest population of NGOs in Uganda.

3.4 Sample Size and Selection Procedures

A simple random sampling method was used to select a population of 80 NGOs, while Krejcie and Morgan, (1970)'s table of sample determination was used to determine a sample of 66 NGOs. The unit of analysis was 40 NGOs, while the unity of inquiry was 2 officers form each selected NGO designated as Project managers (PM) and Monitoring and Evaluation managers (M&E Managers). Officers at this managerial level, were selected because this is the level when managers are expected to have attained the capacity of comprehending issues relating to Institutional pressures and NGOs Sustainability and specifically Project Managers and M&E Managers are easily accessible compared to other senior officers. The choice to employ a simple random sampling method was made because simple random sampling method is easy to be used and minimizes bias, since it gives every NGO in the study population chance to be included in the target sample.

3.5 Data Sources

The study employed both primary and secondary data sources to enhance the reliability and comprehensiveness of findings. Primary data were obtained through structured closed ended

questionnaires administered to selected NGOs and managers and it comprised of firsthand information recorded through questionnaires during field data collection.

Secondary data were retrieved from existing credible publications, including annual reports from the NGO Bureau, Wakiso District local Government, (Wakiso DLG) Uganda Bureau of Statistics (UBOS), Uganda National NGO forum (UNNGOF) and Sustainable Development Goal (SDG) progress reports covering the period 2018 to 2023.

3.6 Data Collection Instruments

Closed-ended questionnaires designed in a 5-point Likert scale were employed during data collection. The use of structured approach ensured consistency and comparability of data collected across all participants. This method was preferred because it is the method that respondents could easily understand. According to Saunders (2009), research that translates into the achievement of the intended objectives call for a methodological gathering of data and analyzing them to discover phenomena. He reinforced his argument that questionnaires designed with predetermined questions prompt specific type of information from respondents.

The researcher designed self-administered questionnaire that was addressed by respondents who were selected for the study within the NGOs. This form of questionnaire was selected because it is simple to interpret and administer, it limits research bias and allows enough time to the person responding to think and record most appropriate responses. Data was also collected from other secondary sources.

3.7 Validity of Instruments

The validity of the instrument was assessed using the Content Validity Index (CVI) formula According to Robson (2011), validity serves as a research tool evaluating the extent to which an instrument accurately measures its intended construct. He further proposes the formula for

calculating the Content Validity Index (CVI), which indicates the degree to which an instrument aligns with its intended purpose, thus reflecting its validity. The formula is expressed as K/N , where K represents the number of items deemed relevant or appropriate, N signifies the total number of items included in the instrument, and CVI denotes the content validity index.

In the context of institutional pressures and NGOs sustainability, ensuring high content validity is essential for credible and actionable findings. A methodological guideline was established to interpret the CVI. It suggested that a CVI value of 0.78 or higher for individual items (I-CVI) indicates acceptable content validity, while a scale level CVI (S-CVI) of 0.80 or above reflects good overall content validity (Polit & Beck, 2006; Lynn, 1986). Therefore, for this study, exceeding these thresholds were considered valid for assessing the intended dimensions of NGO sustainability.

3.8 Reliability of Instruments

According to Drost (2011), 'reliability is the degree to which measurements generate consistent results when carried out by different individuals on different occasions' (p. 106). It is a state where research conducted is free from bias and measurement of the same is consistent throughout a given period of time and various items in the instruments (Chakrabartty, 2013). "It measures the consistency, precision, repeatability, and trustworthiness of research" (Chakrabartty, 2013). This research study used Cronbach's alpha coefficient test, Cronbach, (1951) to determine the reliability consistency and completeness of instruments in regard to the collected data.

Table 1: Reliability Test of the pre-tested Questionnaire

Variable	Cronbach alpha co-efficient	Number of items
Normative pressure	0.608	10
Coercive pressures	0.689	11
Mimetic pressures	0.515	7
NGOs Sustainability	0.861	12
Overall	0.761	

A standard continuum of 0-.49 gives results of a weak reliability, 5-69 is moderately reliable and 0.7- 9 where our results lie is considered a good reliability. Since our overall results lies between 0.7-9, then, it is stated that, the study instrument was averagely reliable. Although items of mimetic pressures scored low Cronbach alpha co-efficient of 0.515, they were not so weak to call for redesigning the questionnaire items for that particular variable.

3.9 Data Analysis

Data analysis refers to set of techniques or methods used to describe facts, identify patterns, and provide explanations for a collection of data (Berkowitz, 1997). Having collected the required study data, it was coded and sorted and finally entered into the data analysis software. SPSS (v-25) was used to test frequency of results and interpretation (Bryman & Bell, 2003). Mean and Standard deviation were the statistical methods used to assess the data, so as to ascertain how different practices affect NGOs sustainability. Results pertaining to demographic characteristics were presented using descriptive statistics and interpreted using percentage values. Inferential statistics were employed to illustrate and present the findings for Independent and dependent variables. Correlation and regression analysis were measured using inferential statistics and used in the investigation to determine whether the study variables are positive or negative. Outcomes of correlation analysis were used to address objective One to Three. Hierarchical regression analysis

was used to assess the degree of predictability of the study variables (independent variables) relative to the dependent variables so as to address objective four.

The secondary data obtained from the NGO Bureau, Wakiso District local Government, (Wakiso DLG) Uganda Bureau of Statistics (UBOS), Uganda National NGO forum (UNNGOF) and Sustainable Development Goal (SDG). Secondary data was not analyzed but was used to support research in the background information. All statistical analyses were performed using the Statistical Package for Social Sciences (SPSS version 25).

3.10 Measurement of Variables

In this study, institutional pressures were evaluated in relation to NGOs sustainability. The different types of pressures from institutions were categorized into, normative, coercive, and mimetic pressures. These pressures were perceived to offer a comprehensive framework for understanding how institutions influence organizational behaviors (Hirschinger et al., 2016; Tachizawa et al., 2015; Mani & Gunasekaran, 2018). To measure normative pressures, characteristics and factors including, professionalism, societal expectations, cultural norms, and moral values of NGOs were examined, while factors and characteristics examined during the measure of coercive pressures involved legal regulations, funder evaluation, organizational disciplinary actions, community demands, adherence to association guidelines, financial penalties, and social ostracism and Mimetic pressures were assessed in view of organizational culture, operational capacity of NGOs, collaboration and networking with other NGOs, adoption of practices from national NGOs, and adherence to popular cultural trends. Responses to statements associated that related to normative, coercive and mimetic pressures were weighed on a 5-point Likert scale, where respondents shared their degree of comprehension and agreement lying between (5) strongly agree and (1) strongly disagree.

On the other hand, NGOs sustainability was assessed through social, economic, and environmental principles. An ordinal scale of measurement was employed to report the ordering and ranking of data associated to NGOs Sustainability as well as its pillars in the context of NGOs. This was intended to aid the comparison of variables and simplify the analysis of questionnaire. Responses to statements from respondents in relation to NGOs sustainability stretched from Very Low (VL), Low (L), Moderate (M), High (H) and Very High (VH).

3.11 Ethical Consideration

Resnik (2015), underscores the importance of ethical considerations in research with human subjects and provides a framework for researchers to ensure ethical conduct in their studies. Ethical considerations are essential not only for protecting participants but also for enhancing the credibility and validity of research outcomes (McHugh and Paul, 2013). The researcher observed ethical standards as indicated below; the researcher obtained an introduction letter from the university which was photo copied and presented to the respondents/ NGOs. The researcher then sought permission by writing mails and physical interface with administrator of the respective organizations where data was collected. After obtaining permission, appointments were sought with responsible managers which specified the date and time for data collection. Finally, data was collected, analyzed and after the analysis, questionnaires were destroyed as means of ensuring confidentiality.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents the findings of the study based on the analysis of the collected data. It is structured to provide a comprehensive understanding of the relationship between various institutional pressures and NGOs Sustainability in Wakiso. The chapter begins with the presentation of the response rate, followed by an analysis of the demographic characteristics of the respondents. It then systematically presents the results in accordance with the specific objectives of the study. These include, i) to find out the relationship between normative pressures and NGOs sustainability, ii) to find out the relationship between Coercive pressures and NGOs sustainability, iii) to find out the relationship between Mimetic pressures and NGOs sustainability and to establish the association between coercive, normative, and mimetic pressures and NGOs sustainability in Wakiso district.

4.1 Response Rate

The research obtained data from 40 NGOs out of the 66 NGOs which had been sampled using Krejcie and Morgan, (1970)'s table of sample determination. 40 NGOs addressed the questionnaires while the remaining 26 NGOs did not address their questionnaires. The total number of questionnaires which were distributed across the sampled NGOs were 132, out of which only 80 were addressed by the end of the study, giving us a response rate 60.6%, which was captured and analyzed in the software tool. During the analysis, data in respect to demographic characteristics of NGOs, was aggregated to address the effect of 2 questionnaires distributed to each selected NGO thus, resulting into a total of 40 NGOs addressing the questionnaire.

4.2 Demographic Characteristics of respondents

Demographic characteristics of respondents in the context of this study, are characteristics which are associated with selected managers. They include gender, age bracket, highest level of education, period of employment with NGO, position held in the NGO by the selected managers. Results of the review of the demographic characteristics of respondents were presented in Table 2.

Table 2: Demographic Characteristics

	Frequency (n=80)	Percent
Gender		
Male	40	50
Female	40	50
Age bracket		
18-29yrs	25	31.3
30-39 Years	30	37.5
40-49 years	25	31.3
Highest level of education		
Diploma	5	6.3
Bachelor's degree	50	62.5
master's degree	20	25
Professional	5	6.3
Period of employment with the NGO		
Less than 2yr	15	18.8
2-3yr	30	37.5
3-4yr	10	12.5
4-5yr	5	6.3
5yr and above	20	25
Position held in the NGO		
Project manager	40	50
M&E manager	40	50
Analysis is based on the unit of inquiry		

Source: Primary data

4.2.1 Gender

The study evaluated gender sensitivity in employment practices within NGOs. According to the

data presented in Table 2, there is a balanced representation of male and female employees among the sampled NGOs, with 40 male and 40 female respondents. This finding indicates that NGOs are equally responsive to institutional pressures related to gender, suggesting that neither gender is more effective in addressing these issues than the other.

4.2.2 Age Bracket

The study examined the age distribution of respondents who served as Project Managers and M&E Managers. As shown in Table 4.2, the majority of respondents were aged between 30 and 39 years, representing 37.5% of the sample. This was followed by two other age groups of 18 to 29 and 40 to 49 each comprising 31.3% of the respondents. These findings suggest that the participants possess a significant level of maturity, experience, and knowledge regarding the institutional pressures and practices that contribute to NGOs Sustainability. The predominance of the 30-39 age group indicates that NGOs are employing a dynamic workforce capable of effectively addressing challenges posed by institutional.

4.2.3 Highest level of Education

The study also tested the educational qualifications of respondents in managerial positions across the sampled NGOs. As shown in table 4.2, 62.5% of the respondents were holders of Bachelor's degree, followed by 25% with a Master's degree, and both diploma holders and those with professional qualifications at 6.3%. These findings indicated that the majority of managers in NGOs possessed a solid educational background, which enabled them to effectively understand and address the issues related to the study variables. The predominance of respondents with at least a Bachelor's degree suggested that they were well equipped with the knowledge necessary to engage with the challenges relating to the practice of institutions.

4.2.3 Length of Involvement

Table 4.2. Indicated that most respondents had spent 2-3 years working with the NGOs. 37.5% of respondents had spent 2-3 years engaged in activities of the NGO, 25% of respondents had worked with the NGO for 5 years and more, 18.2% had spent less than 2years working with respective NGOs, while 12.5% had spent 3-4years and 6.3% had spent 4-5years,. Given that most respondents had spent considerable duration working with the NGO, it meant that they had acquired enough, information, knowledge and experience in addressing issues related to the study variables thus compelling them carry out their routine activities with high level of professionalism.

4.2.4 Position held

The tool was also designed to identify the positions held by respondents within the NGOs. As illustrated in table 4.2, the findings indicated an equal distribution, with 50% of respondents serving as Project Managers and the other 50% as M&E Managers. This balance can be attributed to the requirements imposed by funders, which compel NGOs to recruit both roles to ensure effective project execution and monitoring. Consequently, these results suggest that NGOs are striving to adhere to the standards established by their funders, thereby addressing institutional pressures effectively.

4.3 NGO Characteristics

NGOs characteristics are the features associated with NGO's operational existence. In the context of this study, the demographic characteristics of NGOs included the period that the NGO has existed, the annual budget of NGO, number of employees. Results in this regard were presented in table 3:

Table 3: NGO Characteristics

Demographic	Frequency (n=40)	Percent
Year in existence		
Less than 10	10	25
11-20	28	70
31-40	2	5
Annual Budget		
Less than 200m	10	25
200-300m	3	7.5
300-400m	13	32.5
400-500m	5	12.5
500m & above	10	25
Number of employees		
Less than 10	10	25
11-20	28	70
31-40	2	5
Note: n=40		
Analysis is based on the unit of analysis		
Source: primary data		

4.3.1 Duration of NGO in existence

The instrument aimed to determine the duration of existence of the sampled NGOs. Findings presented in table 3, indicated that a significant majority, 70%, of the NGOs had been operational for between 11 and 20 years. Additionally, 25% had been in existence for less than 10 years, while 5% had operated for 31 to 40 years. The confession of a high percentage (70%) for having existed for a period between 11 to 20 years, points to the fact that managers in most NGOs were familiar with the study variables, namely institutional pressures and NGOs sustainability. This longevity implies that these organizations have effectively navigated institutional pressures and have developed expertise in managing related challenges over time.

4.3.2 Amount of Funding

The study tool also aimed to assess the working budget of the sampled NGOs. As shown in table 3, most NGOs (32.5%) reported annual budget estimates between 300 million and 400 million. Additionally, 25% of NGOs had annual budget exceeding 500 million, while another 25% reported budget of less than 200 million. This indicates that there is a co-existence of struggling NGOs alongside NGOs those that have taken off (succeeded). NGOs that have succeeded are familiar with institutional pressures, mainly normative and coercive and are conscious while responding to them, while their struggling counterpart have a lot of reservations for institutional pressures, mainly normative and coercive since they are associated with financial cost implication. Moreover, all of them are familiar and friendly to mimetic pressures since they are associated with capacity building. A modest number of NGOs (12.5%) acknowledged working with an annual budget between 400 million and 500 million and about 7.5 of NGOs confessed to be using an annual budget between 200 to 300 million. These budgets suggested that most NGOs have considerable experience in navigating institutional pressures, as these pressures often manifest in the form of and not limited to accountability requirements, tax obligations, and value for money audits. The variation in budgets indicated that since NGOs have differing funding capacities, may respond to institutional pressures in distinct ways, highlighting the complexity of their operational environments.

4.3.4 Number of employees

The study also aimed to determine the number of employees within the sampled NGOs. As shown in table 3, most NGOs (70%) employed between 11 and 20 staff members. Additionally, 25% of NGOs had less than 10 employees, while 5% NGOs employed between 31 to 40 staff. These findings suggest that NGOs are striving to balance the need for professionalization, donor

expectations, and the management of administrative costs, to enhance economic sustainability. The fact that 70% of NGOs operate with a team of 11-20 employees implies that they are well-equipped in terms of numbers to address institutional pressures. Moreover, this capacity in terms of numbers enables NGOs to effectively accomplish various tasks while demonstrating a commitment to comply with institutional demands and expectations.

4.4 Results according to research objectives

Results under this section were presented according to study objectives, which were,

- i) to find out the relationship between normative pressures and NGOs sustainability.
- ii) To find out the relationship between coercive pressures and NGOs sustainability.
- iii) To find out the relationship between mimetic pressures and NGOs Sustainability
- and iv) to establish the relationship between normative, coercive and mimetic pressures and NGOs Sustainability. These objectives were addressed using a correlation and regression analysis as illustrated below.

4.4.1 Correlation

Spearman's correlation is a model that compares the relationship of any two variables at a time, and statistical measure that measures the strength of a monotonic relationship between paired data. Salkind (2009) perceives correlation coefficient as a statistical tool that quantifies the strength and direction of the relationship between two variables. The choice to use spearman's correlation was because the data that was analyzed had a relatively low volume (small volume). Spearman's correlation was generated from the SPSS software that was used for analyzing the study variables and results generated after the analysis were both positive and negative as

showed in the correlation table below.

Table 4: Correlation Analysis

Variable	1	2	3	4
Normative Pressures (1)	1.000			
Coercive Pressures (2)	.343**	1.000		
Mimetic Pressures (3)	.427**	.391**	1.000	
NGOs Sustainability (4)	-0.009	-0.071	.301**	1000
Note: n=40; ** p<0.01 (Two-tailed)				

Source: analysis data

4.4.1 Relationship between Normative pressures and NGOs Sustainability

The first objective was about finding out the relationship between normative pressures and NGOs Sustainability. Under this objective, findings included correlation results between normative pressures and NGOs Sustainability. Spearman's correlation was used to analyze the data and results obtained relating to objective one of the research studies, represented a weak and negative correlation between normative pressures and NGOs Sustainability ($r^2 = -0.009$), this meant that pressures like those originating from professional associations, network organizations, funding institutions, exerted on NGOs have a negative influence on their sustainability.

4.4.2 Relationship between Coercive pressures and NGOs Sustainability

The objective aimed at finding out the relationship between coercive pressures and NGOs sustainability. The correlation results of this objective as indicated in table 4 above, revealed a weak and negative correlation between Coercive pressures and NGOs sustainability ($r^2 = -0.071$). This meant that the coercive pressures imposed on NGOs negatively contribute to their sustainability. Therefore, based on the

correlation results in table 4, above, coercive pressures are negatively associated with NGOs sustainability. The results also indicate that most of the NGOs who appear to be positively responding to the coercive pressures, comply superficially with the demands and expectations but do not mean it in reality and thus failure to contribute to NGOs Sustainability.

4.4.3 The relationship between mimetic pressures and NGOs Sustainability

This objective sought to find out the relationship between mimetic pressures and NGOs sustainability. Like normative and coercive pressures, the study of mimetic pressures too delved at revealing the correlation between mimetic pressures and NGOs sustainability as presented in table 4, Findings in table 4, showed a significant and positive correlation between mimetic pressures and NGOs sustainability ($r^2=301$). This means that increase in mimetic pressures contributes positively and enhances chances for NGOs sustainability. It also means that NGOs who mimic from successful counterparts not only seek capacity enhancement or solutions to their specific challenges but also seek to increase collaboration, competitiveness and funding opportunities thus increasing likelihood for their being sustainable.

4.4.4 The relationship between Institutional pressures and NGOs Sustainability

Objective four of the research study intended to examine the relationship between institutional pressures and NGOs sustainability. Hierarchical regression model (analysis) was adopted and used to determine the degree of predictability of the independent variables (institutional pressures) on the dependent variable (NGOs Sustainability). Ellis (2010) discusses the concepts of regression as fundamental tools for analyzing relationships between variables in quantitative research. The

results attained from the analysis were used to address objective four as per the table below.

Table 5 Hierarchical Regression Analysis for Institutional Pressures

	Model 1	Model 2	Model 3	Model 4	Model 5
Constant	4.021	3.728	3.993	3.384	3.741
Period for NGO existence	-0.654				
Annual budget of the NGO?	0.254				
Number of employees in the NGO	0.458				
Normative Pressures		0.092			
Coercive Pressures			-0.033		
Mimetic Pressures				0.266	
Institutional pressures					0.128
R	0.678	.092 ^a	0.033	0.266	0.128
R ²	0.46	0.009	0.001	0.071	0.016
Adj R ²	0.439	-0.004	-0.12	0.059	0.004
Sig	0.000	0.415	0.771	0.017	0.259
Standard Error of estimation	0.30038	0.40178	0.40328	0.38893	0.40020

Source: Analysis data

The regression analysis was conducted in five models to assess the incremental predictive value of different types of institutional pressures beyond the control variables. Model 1 (Control Model).Produced an adjusted R² of 0.439, indicating that the control variables accounted for approximately 43.9% of the variance in the dependent variable. The model was highly significant ($p < 0.001$), demonstrating that the control variables provide a strong and meaningful prediction of the outcome. Model 2, involved adding normative pressures. Normative pressures resulted in a slightly negative adjusted R² (-0.004) with no statistical significance ($p = 0.415$). This implied that adding normative pressures worsened the model's overall fit and did not improve its ability to explain variance in the dependent variable. Therefore, normative pressures offer no meaningful predictive value. Model 3 involved coercive pressures. When coercive pressures were added, the

adjusted R^2 further declined to -0.120 , and the model remained statistically insignificant ($p = 0.771$). This represents an even poorer model fit compared to Model 2, suggesting that coercive pressures provide no contribution to predicting the dependent variable. Model 4 involved adding Mimetic Pressures. Mimetic pressures produced an improved adjusted R^2 of 0.059 , with the model achieving statistical significance ($p = 0.017$). Although the increase in explanatory power was modest (5.9%), the significant p-value indicates that mimetic pressures enhance the model's predictive ability and represent a meaningful predictor of the outcome. The last model analyzed was Model 5 (All Institutional Pressures Combined), when normative, coercive, and mimetic pressures were included together, the adjusted R^2 dropped to 0.004 , and the model was not significant ($p = 0.25$). This shows that collectively, institutional pressures do not provide additional predictive value beyond the control variables. Across all models, only mimetic pressures demonstrated a statistically significant and positive effect on the prediction of the dependent variable. Normative and coercive pressures, whether individually or combined with other institutional pressures, did not improve the model and in some cases worsened its fit. Thus, in this research context, mimetic pressures are the only institutional pressures that meaningfully predicts the outcome, while other forms of institutional pressure do not contribute to explaining variance beyond what is captured by the control variables.

CHAPTER FIVE

DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

The chapter presents discussions, conclusions and recommendations. It specifically discusses findings, draws conclusions as well as suggesting recommendations while focusing at the study objectives, that were; to find out the relationship between Normative pressures and NGOs sustainability, to find out the relationship between Coercive pressures and NGOs sustainability, to find out the relationship between Mimetic pressures and NGOs Sustainability and to establish the relationship between normative, coercive, mimetic and NGOs Sustainability.

5.1 Discussion of the study findings

The study produced findings that formed a basis for comparison and contrasting what authors' findings were in the literature, compelling the researcher to make conclusions and recommendations.

5.1.1 The relationship between normative pressures and Non- Government Organizations sustainability.

The study results revealed a weak and negative relationship between normative pressures and NGOs sustainability. The ideal focus of stakeholders that mount normative pressures is to ensure that their partners adopt to professional standards and methods of work to foster efficiency and quality and indeed stakeholders (funders) take NGOs through a process called pre-award assessment to ascertain if they fulfill minimum standards before extending support. If such checks and balances are effected, and institutions are satisfied with the requirements, then then the researcher would infer that normative pressures influence NGO sustainability. However, field findings revealed negative association between normative pressures and NGOs sustainability,

given such outcomes, the NGOs commitment to addressing normative pressures remains in doubt. The literature findings by Boiral et al. (2019), Chatterji et al. (2020), and Gilbert et al. (2018) inferred that firms might engage in symbolic gestures, implement sustainability measures reluctantly, or separate these practices from their core operations or prioritize individual operations rather than normative influences.

Sarkis et al. (2011) too asserted that normative pressures guarantee that organizations follow the law for the sake of being recognized as involved in legitimate engagements, thus guaranteeing their long-term survival, meaning that in reality, NGOs are not committed to addressing normative pressures but only look forward to being recognized as compliant. The negative findings upon relating normative pressures to NGOs sustainability, could be due to misconception about normative pressures more so if the influence of the pressures is interpreted for undue influence. If this is the case, then in this study context, institutions need to step up collaboration with NGOs to increase sensitization about value of normative pressures (need to professionalize, need to follow SOPs, need to systemize, need to be accountable, among others).

Literature review findings by Moxham and Kauppi, (2014) depicted that their partnership with educational institutions generated a technological and professional enhancement that resulted into efficiency and sustainability. Likewise, Munene (2006), had earlier similarly pointed out that professionals typically receive standards or rules from their education, trainings, and certification, through procedures approved by professional associations. This clearly suggests that professional associations, through their services rendered such as trainings, capacity building sessions and certifications to increase efficiency among NGOs which would enhance their sustainability. The contrasts between literature and field findings is comprehended in relation to the cost associated with professionalization. Advocates of professionalization may be willing to equip NGOs, with

professional skill at a much subsidized cost, while most NGOs may either lack the financial capacity or hold budgets with stringent conditions and therefore, interaction to share innovations and practices is constrained.

5.1.2 The relationship between coercive pressures and Non-Government Organizations sustainability.

The study found a negative and weak relationship between coercive pressures and NGOs Sustainability based on correlation analysis. By their definition, complying with coercive pressures is mandatory. Institutions such as government agencies, international funder, have set up standard as a form of regulation for NGOs to follow, these standards include but not limited to; registration, taxation, compliance with government agencies, Accountability and reporting for funders, among others. All these standards are geared towards streamlining the organization's operation and in turn contribute to their sustainability. However, if after conducting field study, results turned out to be negative, then it is likely that NGOs have not comprehended the rationale of institutions and their (institutions) intention as they are perceived as merely a policing body.

The negative and weak relationship reported, resulting from the field could also be that NGOs superficially agree to fulfill institutional requirements and societal demands but fail to implement them. For instance, NGOs are required to disclose their source of funding, budgets, file returns carry out Corporate Social Responsibility (CSR), not to participate in party politics among others. Hastily adhering to such requirements may attract punishments from the enforcement agencies. It is this kind of standoff between NGOs and Government agencies and punishment that follow for non-compliance which is mistaken for policing, thus affecting NGOs sustainability. In literature, Scott, (2008), revealed a strategy called “decoupling strategy” postulating that organizations adopt a decoupling strategy to respond to institutional pressures, where firms seemingly conform to

societal expectations and demands but fail to implement them. This same view was backed up by Ali and Al-Aali (2017). Organization ought to be careful when approaching regulatory pressures and probably prioritize the approach.

Funders, exert coercive pressures to the NGOs that they fund. Ideally, they want to ensure that their funds have been used for the right purpose and as such, they prioritize transparency and accountability. The pressures exerted by the funders include; value for money audits, regular progress reports, midterm and end of project evaluations, external audits, among others. These services are expected to propel the NGOs to the level of being responsible and accountable which enhances their sustainability. However, if given the field results the objective of the funder is not realized, then it is likely that NGOs prioritize obtaining financial support from funders as opposed to observing guidelines/ instructions. It is also probable that NGOs divert resources and therefore shun accountability, submit reports late or never, hence forth, compromising the entire follow up process. In literature, Kauppi et al. (2013) emphasized that NGOs experience regulatory constraints from institutions on which they rely, particularly, for their continued operation and existence which ideally would enhance NGO sustainability. In this study context, it would be ideal for NGOs to associate well through complying with the guiding principle for their continued existence, which position was contrary to the findings.

5.1.3 The relationship between mimetic pressures and Non-Government Organizations

Sustainability

The study findings generated positive and significant correlation between mimetic pressures and NGOs sustainability. Findings revealed that, NGOs through their established networks regularly send their staff to other organizations and countries for which they established ties with. While in

such places, knowledge development initiatives are encouraged. The knowledge and skills benchmarked from such successful organizations enables NGOs to improve on quality of work back home. Furthermore, it is likely that NGOs' mimicry is exercised during experience sharing sessions, exchange visits, benchmarking, parties, transfer and turnover of employees, among others. The practices bench marked during those interactive programs, quite often are not deliberate and they are therefore cost free, the giver of such a service (practice), may not know how much the receiver (imitator) has benefited, hence, making it an easy process of embracing the pressures. In literature, Lam et al., (2016) emphasized that uncertainty within organizations cause mimetic isomorphism which consequently results into organizations modeling around others.

This practice is also in line with Windolph et al., (2014), argument that, corporate sustainability mimicry, is either directly through employee transfer or turnover or indirectly through the actions of sustainability organizations like trade associations or consultancy firms. Much as the discussion of Windolph et al., (2014), was about employee transfer or turnover, it is clear that corporate sustainability mimicry involves movement of an employee(s) from one organization to another where their experience is enhanced, which is the case of exchange visits. However, employee turnover may involve disappointment of employees, who may not easily find other organization to pass on the experience and knowledge acquired as a result of mimicry and may also call for restructuring of employees who have comprehended the concept of corporate mimicry which may be a cost to the organization.

5.1.4 Institutional pressures and Non-Government Organization Sustainability.

Normative pressures were taken through a regression analysis to assess its ability to predict the dependent variable and the results showed were negative. It is probable that professionalization of NGOs in Uganda is still uneven. Norms around accountability, systemization, long-term planning

(sustainability practices), may not be strongly institutionalized across the sector. NGOs may be aware of normative pressures but lack abilities such as funding, capacity, or institutional systems to implement them in ways that affect sustainability. Also it is likely that external dependency for funding by NGOs overshadows the need to prioritize professionalization. For instance, Many NGOs rely heavily on donor funding, which often imposes stringent conditions rather than normative influences. Emerging studies such as Bagire et al. (2023) found that institutional pressures taken collectively had a positive and significant influence on sustainable energy orientation in higher education institutions in Uganda, which contradicts the field research finding. The context Bagire et al. (2023), however, involved universities which tend to be more structured, formalized, and governed by clearer professional norms than many NGOs. This difference in context may explain the contrast. Higher education institutions are embedded in stronger, more cohesive professional and regulatory networks, making normative pressures more influential, yet may not be the case in NGO sector. Non the less, the study findings tends to align more closely with Boiral et al. (2019), Chatterji et al. (2020), and Gilbert et al. (2018) who argue that NGOs may engage in, a symbolic compliance or adopt a decoupling strategy, demonstrate sustainability selectively to satisfy external observers.

Coercive pressures' ability to predict dependent variable too were assessed, they too produced negative findings. This is not expected especially given the typical strong influence of donor conditions and the regulatory bodies in the NGO sector in Uganda. Relating to the findings in literature review, Alziady and Enaya (2019), found coercive pressures especially regulatory forces to play a crucial role in promoting environmentally conscious practices. Similarly, Sendawula et al. (2021) as well found that regulatory compliance significantly predicts environmental sustainability practices. The inconsistency between the study findings and literature findings, may

be comprehended that, coercive pressures in the NGO sector especially donor requirements often emphasize, reporting, audits, and project deliverables, rather than institutional capacity, financial independence, or long-term resilience. As a result, organizations may comply with requirements without substantially improving their sustainability outlook. Additionally, some finding institutions extend financial support with stringent conditions which are more of persuasive than coercive. For instance, funds to promote homosexuality. Given such a situation, coercive influences are not felt, leading to failure to promote sustainability practices. In the context of Uganda, NGOs exists formally but regulation is often perceived as inconsistently enforced or politically influenced. This may have weakened the coercive force needed to shape sustainability oriented practice. It is also likely that while donors exert pressure, NGOs may focus more on accessing funds than integrating sustainability frameworks demanded by coercive influences.

Non the less, mimetic pressures when tested revealed the ability to predict the dependent variable. Under conditions of uncertainty, organizations often look to peers that have successfully navigated similar challenges. Many NGOs have inadequate technical, financial, or managerial resources. Therefore, adopting strategies, reporting practices, or operational models of successful NGOs to internally develop systems (sustainability practices) is a practical shortcut for improving sustainability practices. More to that, copying proven approaches such as entrepreneurial grants mobilization models, governance structures, or monitoring and evaluation frameworks helps to mitigate risks associated with trial and error innovation. More to that, the emerging mimicry may be as a result of the fluctuating donor trends, unpredictable funding, administrative challenges, and political constraints that NGOs experience.

Findings by Alinda et al. (2023) too concurred with the view that imitation enhances NGOs

sustainability. Alinda et al. (2023)'s study where the work of Krell et al. (2016), were reviewed found that organizations tend to imitate others when faced with insufficient information or uncertainty. Their research revealed a positive and significant relationship between mimetic pressures and sustainability practices, particularly in the Ugandan industrial context. According to these scholars, when firms observe other organizations succeeding through certain sustainability strategies, they are more likely to adopt similar practices.

The joint institutional pressures as well produced negative results, When the pressures are combined, it is expected that they are strong enough to predict the NGOs sustainability. But the outcomes from the assessment of joint institutional pressures directly contradicts literature findings by Bananuka (2020). In his study that investigated practices in Internet Financial Reporting (IFR) in Uganda, findings demonstrated that institutional pressures more broadly serve as significant determinants of organizational reporting behavior. This apparent divergence in findings may be attributed to contextual differences. Institutional pressures are likely to exert stronger influence in formalized, highly regulated sectors such as financial services, whereas their impact may be comparatively lightened within the more mixed and loosely regulated NGO environment.

The findings demonstrate that mimetic pressures significantly enhance the sustainability of NGOs in Uganda. Unlike normative and coercive pressures, which proved the inability to predict the dependent variable, mimetic pressures offered substantial explanatory power, suggesting that NGOs are more likely to adopt sustainability practices by imitating successful peers in their operating environment.

5.2 Conclusion

The study of the relationship between institutional pressures and NGOs Sustainability is a complex

study. The study suggests that two variables are negatively associated with NGOs Sustainability, while one variable is positively associated with NGOs Sustainability, more over when the pressures are taken through the regression analysis, normative pressures and coercive pressures negatively predicts the independent variable and only mimetic pressures predicts the dependent variable. It suggests further that when all the pressures are combined they produce negative results, with even weaker results, hence demonstrating the inability to predict NGOs Sustainability. Therefore, this situation leaves managers with uncertainty regarding how much institutional pressure contribute to NGOs sustainability. The study has revealed that NGOs sustainability can be attained when they mimic operational practices from successful counterparts in the industry. Therefore, NGOs are encouraged to step up practices that promotes imitation so as to enhance their organizational sustainability.

5.2 Recommendations

- Associations and professional bodies should develop and disseminate handouts and clear guidelines on contributions of normative pressures, during their collaboration with NGOs and as well provide technical backstopping to ensure that the guidelines are effectively interpreted and applied.
- Government agencies should improve on their collaboration with NGOs and sector institutions to routinely monitor compliance with regulatory and reporting requirements. This includes conducting regular value for money audits and offering constructive feedback on progress of coercive pressures to promote accountability and improve sector wide governance.
- Funding agencies should prioritize interactive learning and capacity strengthening

programs in their budget allocations to NGOs. This support can finance experience sharing sessions, exchange visits, and other peer learning mechanisms that reinforce benchmarking and encourage constructive imitation of best practices.

5.4 Limitations of the study

The study had some limitation which could have somehow affected the outcomes. These limitations are discussed below.

The study employed a cross-sectional and quantitative research designs leaving out qualitative research design. Tools used in data collection were closed ended limiting respondents from expressing themselves which could enable the researcher to come up with informed judgment.

The research study also concentrated on NGOs and ignored profit making organization, which could produce a practical view regarding the effect of institutional pressures on organizations.

5.5 Areas for further Study

Researchers are encouraged to carry out further research on the relationship between institutional pressures and profit-making enterprises.

Researchers should also delve in research of Organizational internal pressures and NGOs Sustainability.

Researchers are also encouraged to carry out research in the relationship between community pressures and NGOs Sustainability.

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Appendix 1: Questionnaire Instruments for Project Managers and Project Monitoring and Evaluation Officers.

My name is**KOOLI DAVID**....., I am currently pursuing a Master's of Business Administration at Makerere University. As part of the requirements for the completion of my degree, I am conducting research focused on investigating the relationship between Normative Pressures, Coercive Pressures, Mimetic Pressures, and sustainability of NGOs within Wakiso District. I have identified you as a knowledgeable individual in this field, and your insights would greatly contribute to the depth and quality of my study. The data collected will be used strictly for academic purposes, ensuring confidentiality of responses at all times. Your participation in this research would be highly valued and appreciated. Thank you in advance for considering my request. I look forward to your positive response

SECTION A: Characteristics of Respondents Please tick the option that best describes

yourself Gender

Male	Female
1	2

Age Bracket

18-29yrs	30-39yrs	40-49yrs	50 & above
1	2	3	4

Highest Level of education attained

Diploma	Bachelor's Degree	Master's Degree	Professional	Others
1	2	3	4	5

How long have you worked in this NGO?

Less than 2yr	2-3yr	3-4yr	4-5yr	5yr and above
1	2	3	4	5

What is your position in the NGO?

Project Manager	M&E Manager
1	2

Section B: Characteristic of the NGO

Please tick the option that best describes the NGO.

What is the estimated period the NGO has been in existence?

Less than 3yr	3-5yr	5-7yr	7-9yr	10 & above
1	2	3	4	5

How big is the annual budget of the NGO?

Less than 200m	200-300m	300-400m	400-500m	500m & above
1	2	3	4	5

What is the estimated number of employees in the NGO?

Less than 10	11-20	21-30	31-40	40 & above
1	2	3	4	5

SECTION C: Statements

In this section, the study seeks to understand how knowledgeable you are in the study variables which includes; Normative pressures, Coercive Pressures, Mimetic Pressures in respect to Sustainability of NGOs. You have accordingly been guided by a key as Follows; Figure 1 is for Strongly Disagree (**SD**), 2- Disagree (**D**), 3-Not Sure (**NS**), 4- Agree (**A**), 5- Strongly Agree (**SA**).

	STATEMENTS	SD	D	NS	A	SA
	<u>NORMATIVE PRESSURES:</u>					
	In this NGO;					
NP 1	A sound human resource system has been put in place	1	2	3	4	5
NP2	Internal policies and procedures are regularly reviewed	1	2	3	4	5
NP3	We respect the operational standards set by the NGO Forums	1	2	3	4	5
NP 4	An effective financial system has been developed	1	2	3	4	5
NP5	Managers' relationship with other staff is more consultative	1	2	3	4	5
NP 6	Roles and responsibilities of employees are clearly defined.	1	2	3	4	5
NP 7	Standard Operating Procedures (SOP), are well documented	1	2	3	4	5
NP8	There is a transparent system for staff access to relevant Trainings	1	2	3	4	5

NP9	Lower level staff increasingly understand the strategy of the Organization	1	2	3	4	5
NP10	Employees adhere to capacity building trainings to enhance Professionalism	1	2	3	4	5
	<u>COERCIVE PRESSURES:</u>					
CP 1	Central institutions have regularly imposed regulatory requirements.	1	2	3	4	5
CP 2	Community leaders are part of the decision making process.	1	2	3	4	5
CP3	Community leaders demand to see tangible project outcomes	1	2	3	4	5
CP4	Community leaders want the project to focus on issues that they think are most relevant	1	2	3	4	5
CP 5	NGO associations demand that we follow specific guiding principles.	1	2	3	4	5
CP 6	Members demand for annual general assembly (AGM)	1	2	3	4	5
CP 7	Major decisions that affects the operations are determined by founders.	1	2	3	4	5
CP 8	Local funding agencies influence the operations	1	2	3	4	5
CP 9	Field operations are supervised by District Local Government Officials	1	2	3	4	5
CP 10	Politicians regularly demand for accountability.	1	2	3	4	5
CP 11	Value for money audit is required by international funders.	1	2	3	4	5
	<u>MIMETIC PRESSURES:</u>					
MP 1	Has completed a short period of time in operation.	1	2	3	4	5
MP2	Employees are regularly sent to other NGOs to attend capacity building trainings	1	2	3	4	5
MP3	The human resource structure has been adopted from NGOs which have succeeded in their operation.	1	2	3	4	5
MP4	Support from other experienced NGOs is sought whenever confronted with challenging tasks.	1	2	3	4	5
MP5	Experience sharing visits are regularly encouraged	1	2	3	4	5
MP6	Procedures and practices are regularly adjusted based on new lessons learnt.	1	2	3	4	5
MP7	We participate in programs of Civil Society Networks or umbrella NGOs	1	2	3	4	5

SECTION C, Questions

In this section, the study seeks to understand how knowledgeable you are in respect to the attributes of sustainability of NGOs. Which relates to economic, social and environmental. The guiding Key regarding the response to ordinal scale of measurement include; 1. Very Low (VL).

2. Low (L).3. Moderate (M). 4. High (H). 5. Very High (VH)

SUSTAINABILITY OF NGOS

NO	Questions	VL	L	M	H	VH
PSEs	Economic sustainability					
PSEs1	To what extent does the NGO work, supplement services offered by the government?	1	2	3	4	5
PSEs2	To what extent does NGO livelihood projects, offer food security in communities?	1	2	3	4	5
PSEs3	To what extent does the NGO provide employment opportunities to locals?	1	2	3	4	5
PSEs4	To what extent does the NGO activities positively impact businesses around the community?	1	2	3	4	5
PSSs	Social sustainability	1	2	3	4	5
PSSs5	To what extent has the NGO considered employing community members within its area of operation?	1	2	3	4	5
PSSs6	To what extent does the NGO consider employing people with special needs (PWSN) in the society?	1	2	3	4	5
PSSs7	To what extent is your NGO involved in corporate social responsibility?	1	2	3	4	5
PSSs8	To what extent does your NGO engage community in dialogues while making decision which affects the society?	1	2	3	4	5
	Environmental sustainability	1	2	3	4	5
PSEs9	To what extent does NGO take responsibility for its activities on the environment?	1	2	3	4	5
PSEs10	To what extent has the NGO raised awareness about environmental impact issues?	1	2	3	4	5
PSEs11	To what extent does the practice of the NGO promotes environmental protection?	1	2	3	4	5
PSEs12	To what extent has the NGO established measures for evaluating its impact on environment?	1	2	3	4	5

END