

**EFFECT OF ORGANISATIONAL CULTURE IN INFLUENCING
SUSTAINABILITY OF THE AIDS SUPPORT ORGANISATION, SOROTI
BRANCH**

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**UGANDA CHRISTIAN
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DECLARATION

I Arago Doreen, a student of Uganda Christian University pursuing a masters' Degree in Public Administration and Management, do declare that this dissertation has never been submitted before for the award of a Degree or its equivalent at this or any other university. All the work is original except where sources have been accordingly acknowledged.

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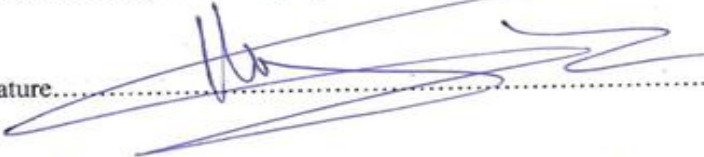
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APPROVAL

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Date.....*20/02/2024*

DEDICATION

This dissertation is dedicated to my lovely grandmother Aanyu Lois Isimai, and my exceptional guardians Mr. Okiror John Robarts and Mrs Okiror Florence for the guidance and care to see that am the person I am today. Their tireless pursuit in enabling me to grow spiritually and with discipline has made me transfer the same principles and elements in my academic journey too.

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LIST OF ABBREVIATIONS AND ACRONYMS

ART.....	Anti-Retroviral Therapy
CEO.....	Chief executive officer
CVI.....	Content Validity Index
DLG.....	District Local Government
NGO.....	Non-Governmental Organization
NRM.....	National Resistance Movement
SMTs	Senior management teams
SPSS	Statistical Package for Social Science
TASO.....	The AIDS Support Organization
UN.....	United Nations
USAID.....	United States Agency for International Development

ABSTRACT

The study sought to establish the effect of organizational culture on sustainability of The AIDS Support Organization (TASO), Soroti branch. The study objectives were to; examine the contribution of organizational norms, leadership and organizational power dynamics to the sustainability of TASO Soroti. The researcher used a correlation research design and used both qualitative and quantitative research approaches in collecting data. The study population was 75 and used a sample size of 63 respondents. The sample comprised of Centre Advisory Committee (CAC) members, staff and Lay health workers of TASO Soroti. Data was analyzed by the use of computer aided SPSS data analysis software. Presentation of data has been done by the use of tables and percentages. Descriptive statistics and correlations were used to compare culture and organizational sustainability to establish the strength between dependent and independent variables. Findings in this study indicate that there is a relationship between organisational culture and organizational sustainability. There was a link between TASO Soroti organisational norms and its sustainability, TASO Soroti leadership has had a negative impact on organisational sustainability and organisational power dynamics had a significant influence on the sustainability of TASO Soroti. The study recommends that; TASO leadership should meaningfully involve all stakeholders in planning, resource mobilization, implementation and evaluation of its programmes, Government should review its HIV/AIDS service delivery policies to favor quality service providing organisations like TASO and sieve out opportunists who get in control of funds but incapable of offering quality service, TASO embrace visionary staff and board members who can ably plan and maintain its activities even with reduced donor support and TASO should establish initiatives that can promote locally generated financial resources to meet its service delivery needs.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter presents the background to the study, statement of the problem, purpose of the study, objectives of the study, research questions, scope of the study, significance of the study, conceptual framework and definition of terms and concepts.

1.1 Background to the Study

Organizations all over the world develop strategies that can enable them to exist and survive in the long run. Similarly, Non-governmental organizations like The Aids Support Organisation (TASO) have to develop strategies that may enable them to perform as they achieve their goals and objectives, thereby guarantying their long term survival. A firm that is unable to survive will be incapable of satisfying any of its shareholders. Sub contracts have been given to partners like intra health to carry out some programs previously foreseen by TASO, It also has supported some health centers with technical support to mitigate HIV/AIDS infections. To survive, a firm must be able to have strategies that enable them to sustain themselves or programs in the long run. The above coupled with cultural practices within the organization become the blue print of that organization that later help it transform, visualize and incorporate their activities towards the realization of their long-term goal. This research project focused on the contribution that organizational culture on sustainability of TASO Soroti Branch.

1.1.1 Historical Background

The concept of sustainability originated from the Germany forestry spheres by Hans

Carl von Carlowitz in the 18th century intending to ensure a lasting supply of wood to the mining industry. This involved making sure that as old trees are harvested; there are enough young trees to replace those (Jacobus 2006). At the same time there were also issues about increase in population and its consequences on resource consumption. In the 19th century there was a shift in focus to coal and there were concerns that wasteful consumption of coal could lead to exhaustion of coal deposits. When the consumption of oil increased, there were still fears that oil supplies could be exhausted. All this led to drives to promote responsible use of resources for continued existence of society. Hence sustainability could be traced from ancient times, as noticed that population growth, increase in consumption and the danger that critical resources could be exhausted increased the consciousness for sustainable use of resources. The fear that the present and future generations may be unable to sustain their livelihood led to the philosophy of sustainable development (Jacobus 2006).

Sustainable development and sustainability was first described as “development that meets the present needs while preserving the capacity of the future generation to meet their own needs” (World Commission on Environment & Development [WCED] 1987). Sustainability was known to be composed of three interconnected pillars of the environment, society and the economy. To deliver excellent healthcare services, there is need for sustainable use of resources which includes natural resources (environment), social resources (people and communities) and financial resources (budget) (NHS, 2016).

The concept Non-governmental organisation (NGO)” came into common use

in 1945 due to the need for the United Nations (UN) to show a difference between participation rights for inter-governmental agencies and international private organisations and the United Nations, hence all private bodies can be branded as Non-Governmental Organizations (Willems, 2001). Non-Governmental Organizations are independent of government control, they do not seek to challenge governments either in form of political parties or by any narrow focus on human rights, they should be nonprofit making and not involved in any criminal or subversive acts in their operations.

The concept of organizational culture was first introduced by Dr. Elliott Jaques in his book "The Changing Culture of a Factory" William S. et al., (1972). According to him, culture includes values, norms and beliefs that guide the character and behaviour of employees and Board of Directors while working and managing organizations and in this case, Dr. Elliott was referring to a factory in the 1970s and 1980s (Slocum, 2007).

The AIDS Support Organisation (TASO) began operating in Uganda in the late 1987 with the aim of reducing HIV/AIDS in Uganda. The AIDS Support Organization was one of the first organisations to become involved in HIV/AIDS. It began as a meeting space for people infected and affected by HIV/AIDS in Uganda. Initially it provided free counseling, social support, limited medical care, community mobilizing, advocacy and networking. Its objectives included public health awareness on how the virus is spread and can be mitigated. The organization intended to promote quality life for people living with HIV/AIDS in Uganda and also

involved in major activities that focused on provision of psycho-social support, counseling, training counselors for The AIDS Support Organization and other organisations, to build and support community based organisations. With technical and financial support from partners including Action Aid, Irish Aid, USAID, PEPFAR, CDC, UNICEF and others, The AIDS Support established 11 service centres (branches) and a number of outreaches in the Uganda (TASO, 2004). The organization was able to offer a number of services ranging from; treatment of opportunistic infections, provision of ARVs to those Lay health workers that were very weak, distribution of food to needy Lay health workers, offering outreach and Centre-based medical and counseling services, supporting orphans and children of needy Lay health workers to attend school among others. By 2004 The AIDS Support Organization was having 1,000 staff and a number of volunteers and part timers and was also supporting a number of Community Based Organizations countrywide. Its activities like HIV/AIDS counseling and medical treatment contributed a lot to the reduction of national HIV prevalence from 30% in 1990 to 18% in 2002, and helped in restoring hope in families affected with HIV/AIDS (Kleinman et al., 2011).

However, by 2010 a number of donors reduced their financial and food support to The AIDS Support Organization due to donor fatigue and after realizing that the HIV infection rates stagnated and were on the verge of increasing. The AIDS Support Organization reacted to the donor cuts by reducing the number of staff, stopped community outreaches, stopped support to Community Based Organizations and also stopped offering financial and food support to its beneficiaries.

Currently The AIDS Support Organization still has the 11 service centers but has

handed over most of its Lay health workers to other organisations and is only running most of its services through support from its partners like Intra health who are offering most of the HIV/AIDS logistical support. TASO is mainly offering technical support. Therefore, given the fact that The AIDS Support Organization has been mainly depending on donor funding, withdrawal of donor support has greatly affected its financial, programmatic and institutional sustainability. As TASO continues with its service care package, one of the factors of great concern to TASO is the sustainability of the HIV/AIDS care. TASO is continuously exploring and embracing initiatives that will contribute to sustainability of HIV/AIDS care (TASO, 2013)

1.1.2 Conceptual Background

WCED (1987) defines sustainability as satisfying the basic requirements of the present as well as maintaining the capacity of the future generations to meet their own needs. Sustainability can be attained when people can exist well without compromising the wellbeing of upcoming generations.

The sustainability of an NGO can be measured by its vision which includes the positioning of an organization within the external environment and its flexibility to adapt to changes in this environment, its individual staff capacities, skills and aptitude, and their collective synergy and the organizational capacity to attract and retain a staff body and individual staff of the calibre or potential calibre necessary for running programmes effectively, organizational capacity to be accountable to funders, governing bodies or boards, staff and target groups (WCED (1987).

Financing strategy is also an indicator of whether an NGO can sustain itself. It

consists of diversifying sources of income and thus minimizing dependency on any single source- reducing vulnerability to shifts in fund availability or donor preferences (Davis, 2004). A sustainable approach to NGO financing is an approach that avoids dependency on any one source of revenue, whether external or internal. It is impossible to prescribe any formula for the percentages that need to be derived from various sources that constitute a “financially sustainable NGO.” However, a balance between externally and internally generated resources is necessary in order for an organization to meet its operating and administrative expenses while maintaining the freedom to determine its programmatic priorities and projects, irrespective of donor preferences. A rule of thumb is that an NGO try to raise sufficient funds from internal sources to cover its basic operating costs but approach external donors for its program costs.

A sustainable health system is one that assures improved lives of the present and future people and communities served. The elements of such a system include but not limited to; improving the health of the overall population, use of new models of care delivery, it is financially responsible and works within communities. The health sector response to HIV is vital in the attainment of universal health coverage - one of the key health objectives of the Sustainable Development Goals. Universal health coverage is realized when everyone obtains the necessary and quality health services, without incurring financial hardship (WHO, 2016). Stated more precisely, a sustainable organization needs to know what financial resources it is able to generate through its own income, what it has on hand at any given time, what it needs over the long, medium and short-term to carry out its activities, how it will

gather the resources it needs from other sources of funding, and what those other sources could be. This is organizational self-reliance. A self-reliant organization probably needs resources other than its own to carry out its mission, but does not compromise its mission and take on activities purely because a potential funder is looking for particular types of activities and will not fund anything else. Therefore if TASO Soroti has to be sustainable it has to have a rich culture that enables it to live to achieve its mission and objectives for a test of time without being driven by the dictates of its donors.

TASO is categorized among Non-Governmental Organisations (NGOs) and NGO can be defined as an independent voluntary association of people acting together on a continuous basis, with a common purpose that does not include achieving government office, making profits or any other illegal activities. Non-Governmental Organizations complement government initiatives in terms of interventions to community needs. Governments have endless list of demands from the population and most often, do not address all of them. The Non- Governmental Organizations always fill this gap. However, sustainability of Non- Governmental Organizations is a big challenge. Most of them always follow the donor i.e. close their operations after donors withdraw financial support (Mulindwa, 2016).

Cambridge dictionary describes culture as the way of life that includes general customs and beliefs of a given group of people at a particular time. Mulindwa, J. (2016) describes organisational culture as the behaviour of humans within the organisation. It is a collection of values, expectations and practices that guide and

inform the actions of team members. Organisational culture can be understood as the collection of traits that make an organisation what it is. Organizational culture also at times known as corporate culture refers to values and behaviors that contribute to a unique social psychological environment of an organization. It is based on shared attitudes, beliefs, customs and written/unwritten rules that have been developed overtime and are considered valid and viewed as shared norms and values of individuals and groups within an organization (Business dictionary, 2018). some authors define organizational culture as “the way things are done” in a given organisation (Deal & Kennedy, 2000). Organisational culture includes organizational vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits (Deal & Kennedy, 2000). A great organisational culture exemplifies positive traits that lead to improved performance, while a dysfunctional organisation culture brings out qualities that can hinder even the most successful organizations. Culture is created through consistent and authentic behaviors, not press releases or policy documents. Organisation culture can be watched in action when one sees a Chief executive officer (CEO) responds to a crisis, how a team adapts to new client demands, or how a manager corrects an employee who makes a mistake (Ebenezer & Daniel, 2014).

A shared organizational culture helps to unite employees of different demographics. Many employees within an organization come from different backgrounds, families and traditions and have their own cultures. Having a shared culture at the workplace gives them a sense of unity and understanding towards one another, promoting better communication and less conflict. In addition, a shared

organizational culture promotes equality by ensuring no employee is neglected at the workplace and that each is treated equally (Gutwa, Towett, Kirui & Luvega, 2015). TASO Mission is “to contribute to the process of preventing HIV infection, restoring hope, and improving the quality of life of persons, families, and communities affected by HIV infection and disease” and this is based on its philosophy “Living positively with HIV/AIDS and dying with dignity” While the TASO values are; family spirit, integrity, respect for human dignity. So TASO culture has been tuned according to its mission, values and philosophy. In this study the researcher investigated the effect of organisational culture on the sustainability of an organisation like The AIDS Support Organization.

1.1.4 Theoretical Background

McAuley et al (2007) defines theory as a way of relating concepts that help in understanding a particular situation. Theories help management to put knowledge in practice, whereby hypotheses are certified through research and their validity is confirmed. The current study has identified the Triple Bottom Line Model as the most applicable theory to relate to in the understanding and explaining aspects of the study.

In the context of Organisational Sustainability (OS), the Triple Bottom Line (Elkington, 1999) comes to light, as it advocates that the traditional business model, that considers only economic factors in the appraisal of a company, should be expanded to a new model by also contemplating the organization's environmental and social performance, as well as the financial. The Triple Bottom Line offers guidelines so that organizations approach sustainability. This way, being the Triple Bottom Line a model conceived for the organizational sphere and widely accepted by

various authors (Callado, 2010; Hoff, 2008; Dyllick & Hockerts, 2002; Savitz & Weber, 2006), including empirical works in the area (Souza, 2010; Cella-de-Oliveira, 2012; Bansi, 2013; Dias, 2013). It has been chosen as the guide for this work because it has the different aspects that are related to the sustainability of an organisation more so the social aspects that include organisational culture. Other authors do not cite the Triple Bottom Line, but segment the OS in similar pillars (Passet, 1996; Sachs, 1990; Azapagic, 2003). By what has been stated, it is inferred that the OS, by maintaining a balance between the economic, environmental and social perspective, is concerned as much by the organizations and shareholders financial interests, as with supporting the natural environment and the social relations under the influence of the organization (stakeholders). A large amount of organizations (Hahn & Scheermesser, 2006) have faced constant environmental changes and suffered pressure from legislations and society, forcing them to seek alignment with sustainability. One of the main obstacles of the OS is the confrontation with the economic pillar, since, in the classic view, organizations have as sole function the maximization of the shareholders capital.

1.1.5 Contextual Background

The long run future of an organization is however, never certain (Pearce and Robinson, 2003). This is because the environment in which organizations exists is very dynamic, making it impossible to predict what will happen in the future. Consequently, the ever changing environment continually presents opportunities and challenges. To ensure survival and success, firms need to develop capability to manage threats and exploit emerging opportunities promptly. Organizational sustainability (OS) has become a popular theme over the last few years, which has

lead organizations to come under great pressure from markets and legislations, and have thus sought to align themselves with sustainability, originating the term OS. By reaching in the direction of sustainability, organizations seek legitimacy before markets, increasing their scope and securing greater financial returns.

In the context of organisational sustainability, the Triple Bottom Line (Elkington, 1999) comes to light, which advocates that the traditional business model, that considers only economic factors in the appraisal of a company, should be expanded to a new model by also contemplating the organization's environmental and social performance, as well as the financial.

Putting an end to the AIDS scourge as a public health peril by 2030 is one of the commitments by the international community (UNAIDS 2016). Eradication of the AIDS epidemic will also play a part in poverty alleviation and facilitation of development (WHO, 2016). Facilitate Uganda has the fourth largest population of PLHIV in sub-Saharan Africa with over 1.7 million PLHIV by 2013 (USAID, 2016). HIV prevalence, which had greatly reduced from 13% to less than 6% between 1990 and 2005, has increased over the past decade to 7.9% in 2015 (USAID,2016).

One of the key priorities set in the Uganda national development plan II is human capital development which includes health. Under health, Uganda is placing more emphasis on scaling HIV prevention and treatment among other components (National Planning Authority, 2015). TASO provides a comprehensive HIV/AIDS care package which includes: HIV prevention services like safe male circumcision, HIV counseling and testing and prevention of mother to child

transmission of HIV; care and treatment services which include provision ART services, laboratory services, HIV/TB co-management and cervical cancer screening services; also offers orphans and vulnerable children support services and capacity building services through the health systems strengthening project especially to the public health facilities. TASO has invested in capacity building of its staff to improve the quality of service delivery.

However, HIV/AIDS care is faced with challenges of inadequate and constrained funding which is predominantly donor funded, persistent human capacity gaps in terms of skills and numbers and HIV interventions are still not conceptualized and delivered systematically which constrains quality, efficiency and coverage (UAC, 2015).

Most NGOs remain heavily dependent on the external financial assistance of foreign donors- Western donors, for instance; Family Health International relies on funding from the Bill Gates Foundation and the USAID, Christian Aid on the other hand gets its funding from the United Kingdom, while TASO has been getting its funds from various donors with USAID, being the main donor. The support provided by international donor's accounts for largest source of NGO funding in the region. This has presented a number of challenges for local NGOs that range from unstable funding, budget cuts, changes in donor priorities, donor funds are often earmarked for particular projects or for limited project cycles and sometimes donor funds being influenced by the political relations of the host country with the donor nations. At times donors often attach very specific limitations on how money can be spent, designating particular issues or themes or supporting only programmatic

expenses. This has made it tremendously difficult for NGOs to raise adequate support for their ongoing, operational expenses. The current donor enthusiasm for project-based funding puts the focus on the activities of NGOs rather than on sustaining the organizations themselves. In practice, institutional or organizational development remains a lower priority. NGOs are forced to go where the money is” regardless of whether the project priorities identified by a prospective funder suit the long-term strategies of the NGO. This approach has led NGOs into an endless cycle of resource dependency (Davis, 2004). For instance TASO’s budget is heavily financed with donor funding (UN Programme on HIV and AIDS, 2018). TASO has had restructuring phases to meet the current financial challenges and changing trends. This has demonstrated the need to reduce reliance on donor funding (TASO, 2014). The restructuring also comes with reduction in skilled human resource in the process. All these threaten the sustainability of HIV/AIDS care. Given the increasing level of organizational collapse in Uganda and more so in eastern Uganda, this study sought to find out whether organizational culture has any effect on the sustainability of TASO using TASO Soroti as a point of reference.

1.2 Problem Statement

Since its formation in 1987, TASO has contributed to the reduction of new HIV infections and HIV related deaths as well as well as improving the health of all people living with HIV/AIDS (UAC, 2020). However, some of its programs have not been sustainable due to decreasing donor funding and low local funding levels. A number of donors have reduced their funding to TASO, while others have pulled out or have channeled their funding through government with strict terms and

conditions that are in most cases not compatible with TASO[®] mission and goals. According to The TASO annual report (2020) the organisation is unable to sustain its programs without donor support as over 90% of the funds for running the remaining programs like Anti-Retroviral Therapy (ART), HIV/AIDS counseling and staff salaries are got from partners like Intra health that also gets funds from USAID funded projects. There has been a reduction and or removal of some of its programs like; nutritional support to needy Lay health workers, child education support and community medical outreaches (UNASO, 2018). This has further led to; poor drug adherence, AIDS related illnesses, deaths and further spread of HIV, hence compromising TASOs existence and sustainability of its programs. A number of factors have been discussed to explain the causes for the failure of The AIDS Support Organization to achieve its financial, programmatic and institutional sustainability but little has been done to examine whether TASO culture may have any influence on the current trends and eventual sustainability of TASO (The Global health delivery report, 2021). Therefore, the current study sought to investigate the effect of TASO organisational culture on its sustainability.

1.3 Main Objective of the Study

The main objective of the study was to examine the effect of Organizational culture on sustainability of The AIDS Support Organization Soroti.

1.3.1 Specific Objectives of the Study

- i. To examine the effect of organizational norms on sustainability of The AIDS Support Organization Soroti branch
- ii. To assess the effect of organizational leadership on sustainability of The AIDS Support Organization Soroti branch

- iii. To establish the effect of Organizational power dynamics on sustainability of The AIDS Support Organization Soroti branch.

1.3.2 Research Questions

The study sought to answer the following research questions.

- i. What effect do organizational norms have on sustainability of The AIDS Support Organization Soroti?
- ii. What is the effect of organizational leadership on sustainability of The AIDS Support Organization Soroti?
- iii. What is the effect of organizational norms on sustainability of The AIDS Support Organization Soroti?

1.4.0 Scope of the Study

1.4.1 Geographical Scope

The study was conducted at The AIDS Support Organization Soroti branch which is located in Soroti City. Soroti City is found in Eastern Uganda and it borders Soroti District to the east, Katakwi district in the north, Ngora district in the east, Kumi district in the south and Serere district in the west. This area was selected because of the high levels of HIV/AIDS prevalence amidst the ever reducing HIV/AIDS services that have mainly been offered by TASO Soroti Branch (Soroti NGO Forum, 2019).

1.4.2 Content Scope

The study examined the effect of organizational norms and practices, organizational leadership and organizational power dynamics on sustainability of The AIDS Support Organization Soroti.

1.4.3 Time Scope

The study covered the period between 2018 and 2020 because it has been a period

of increased outcries on the increasing HIV/AIDS cases in the region (UAC, 2019) as well as the deteriorating performance of The AIDS Support Organization as an organisation in Uganda and more so The AIDS Support Organization Soroti branch.

1.5 Justification of the Study

Most studies offer a link between organizational culture and performance of Non-Governmental Organizations. However, there has not been any study conducted to provide a deeper analysis of sustainability related issues more so the relationship between culture and organisational sustainability. This study builds on the existing knowledge generated on sustainability of Non-Governmental Organizations. The study sought to provide possible answers to why Non-Governmental Organizations struggle in sustaining their programs that are contributing significantly to human welfare.

This study may help Non-Governmental Organizations re-think on their cultures especially in relationship to their norms, leadership and power dynamics so that they can invest in developing skills and acumen that is geared towards sustainability of their organizations. This may lead to establishment and maintenance of sustainable Non-Governmental Organizations that will promote socio-economic transformation in our society.

1.6 Significance of the Study

The study may be useful to future and current Non-Governmental Organizations in Uganda especially those who wish to operate in Soroti district to value and nature appropriate strategies for their sustainability.

The study may be useful to organizations that wish to employ candidates whose

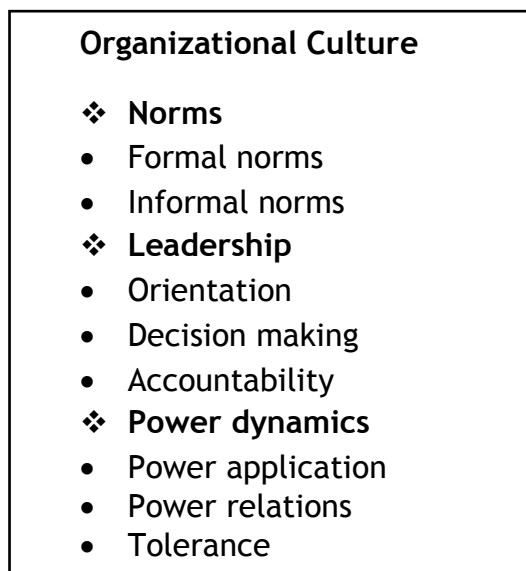
standards of behavior reinforce that of the organization hence generating commitment to the organizations mission and sustainability.

The findings of the study may help leaders of Non-Governmental Organizations to appreciate the relevance of Organizational culture on its performance and eventual sustainability of their organisations.

The research was also a prerequisite for the researcher to be awarded a Master of Public Administration and Management of Uganda Christian University.

1.8 Conceptual Framework

Independent Variable



Dependent Variable



Source: Slocum, 2007; López et al, 2010 and adopted by researcher, (2022)

Figure 1: Conceptual Framework

The above conceptual framework shows the relation between Independent variable (organisational culture) and Dependent Variable (Organizational sustainability). It depicts the causal-effect relationship between organisational culture and its sustainability. Organisational culture has been depicted in terms of: norms; that are both formal and informal; leadership, which can be assessed according to

orientation-whether it is employee or productivity oriented, leaders' decision making capacity and the kind of decisions made, and leadership accountability to other stakeholders; and power dynamics that involves the use of power by different authorities, power relations that involves the relationship between the leaders and the subordinates and tolerance that involves the extent to which leaders accommodates individual and group actions and reactions. While organisational sustainability has been assessed in terms of; financial (in terms of level of local and donor funding. and diversification of funding sources), institutional sustainability (that includes staff capacities, organisational systems and stakeholder commitment, and programmatic (that includes ownership of programs, level of independence in executing organisational mission and continued program implementation).

1.7 Definition of Key terms

Lay health workers: Persons receiving HIV/AIDS care services at TASO
(TASO, 2011)

Donor: A person or organisation who gives something, especially money to a charity organisation or country that needs it (Schneider & Silverman, 2010)

Financial sustainability: Ensuring a steady flow of funds and generating revenue for maintaining and continuing organisational work (Needle, 2004).

Organisational culture: The collection of values, expectations and practices that guide and inform the actions of all team members.

They are the underlying beliefs, assumptions, values and ways of interacting that contribute to the unique social and psychological environment of an organisation. It includes organisations expectations, experiences, philosophy, as well as the values that guide member behaviour, and is expressed in member self- image, inner workings, interactions with the outside world, and future expectations (Needle, 2004)

Programmatic sustainability: To continue the organizations" projects and programme in the absence of donor support (Needle, 2004).

Sustainability: The capacity of a program to continuously satisfy its community's needs. It is the continuing to perform and deliver project benefits to the primary target group after funding from donor terminates (USAID, 2016).

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This chapter presents a review of related literature on organization culture and organizational sustainability. The review is made under themes that have been developed from the study objectives. The researcher used journals, bulletins, papers that have been presented at conferences, past research reports and text books to extract the information related to the objectives of the study.

2.1 Theoretical Review

The current study has been underpinned by the Triple Bottom Line Model as reviewed below.

2.1.1 Triple Bottom Line Model

The triple Bottom Line Model is mainly built on three pillars of organisational sustainability which are economic organisational sustainability (EcOS0), Environmental organisational sustainability and social organisational sustainability (SOS). From the constructs of various authors (Elkington, 1999; Munck, Munck, & Souza, 2011; Savitz & Weber, 2006; Souza, 2010; Cella-de-Oliveira, 2012; Bansi, 2013; Dias, 2013) aiming to integrate the three pillars, these three pillars have been well developed and are capable of providing a satisfactory state of organisational sustainability. The basis of this OS construction is also found in other authors' works for instance; Callado (2010); Dyllick & Hacker's (2002); Jamali (2006) and Kranjc & Glavic (2005). Economic Organisational Sustainability (EcOS): Economic viability is at the core of this sustainability (Azapagic, 2003), since it

generates profit and jobs so contributes to the general social welfare. Even in an ambient of sustainability development, there is the need to recognize the traditional accounting vision (Dyllick & Hockerts, 2002), because without the economic capital the organisation ceases to exist. Therefore, the authors suggest that the EcOS must guarantee sufficient liquidity cash flow by producing above average return for its stockholders. It also includes topics such as competitiveness, job offer, insertion into new NGO world and long term service delivery. In short, to achieve EcOS means that the organization conducts its activities in a responsible and recognized manner, with social and economic return for those involved (Munck, Munck, & Souza, 2011). Environmental Organizational Sustainability (EnOS) deals with topics such as; preservation of biodiversity, resource regeneration capacity, re-usage and recycling; constraining non-renewable resources and waste generation. Companies aligned with EnOS (Dyllick & Hockerts, 2002) only consume natural resources at a rate below its natural regeneration capacity, or below the production rate of substitutable resources. These companies also do not cause emissions that accumulate in the environment at rates above the systems natural capacity to absorb and assimilate these emissions. The greatest challenge pointed out by the authors is that for the many services provided by the environment, there is either no known substitute or it is available at prohibitive prices.

The EnOS encompasses the prevention of the impacts created by the organization on the natural system, composed of living and non-living beings. It goes beyond certifying the conformity to governmental regulations and initiatives, like recycling or

efficient energy usage, since it does not exempt a comprehensive approach over the organizational operations, which are ruled by the evaluation of the impacts generated by the company's products, processes and daily services, by the elimination of unnecessary costs and of high emissions, besides minimizing practices that may affect the access of future generations to critical natural resources (Munck, Munck, & Souza, 2011). However, this study found the environmental aspect of the model as not being relevant to the aspects under investigation as much as TASO also has the obligation to maintain a good physical and social environment that may promote its sustainability.

Social Organizational Sustainability (SOS): Human capital refers mainly to aspects such as skills, motivation and loyalty of employees and business partners. It obliges the company to internalize the social costs, maintaining and providing the growth of the social capital; avoid exploiting the individual, giving incentive to auto-renewable structures; promoting democracy, amplifying the scope of personal choices and distributing resources and property rights in a fair manner (Dyllick & Hockerts, 2002). It encompasses the management of the impact that the organizations cause on the social systems by its operational activities. The expectations of the different social groups relates to the organization are genuinely considered. In summary, it incorporates questions related to human development (education, training, occupational health, workplace safety and competence development), to equality (fair salaries and benefits, equal opportunities and absence of workplace discrimination) and to ethical considerations (human rights, cultural values, inter-generation and intra-generation justice) (Munck, Munck, & Souza, 2011). Therefore

using this model the study assessed the TASO Soroti social organisation sustainability characteristics as stated by (Azapagic, 2003) that include fair pay for employees, equal opportunities, good health and safety conditions, gratification system, securing ideas for improvement and ethical organisational behaviour.

Various authors which approach the model (Munck, Munck, & Souza, 2011; Cella-de-Oliveira, 2012; Bansi, 2013; Dias, 2013) explain that its components must be aligned, since the processes occur due to their balanced relation. Still in regard to the model, it is necessary to point out that it follows the “win-win” paradigm, in other words, working the organisational sustainability distributes the gains to all the stakeholders (including society and environment).

The gains for managing the environmental and social dimensions might be intangible, in the form of legitimation, gains in confidence and intellectual capital, competence development, and in the strengthening and consolidation of the organization, as well as gains in long term capital (Hahn & Scheermesser, 2006).

2.2.1 Effect of norms on organisational sustainability

Organisational culture is the way things are done in an organisation; these unwritten rules influence individual and group behaviour and attitudes. But there are factors that re-enforce organisational culture such as behaviour of the employees, their attitudes; systems and processes of doing work, organisational traditions and values, coupled with managements’ leadership values that have been adapted. According to Proulx, Hager & Klein, (2014) NGOs are organized, institutionalized that they have boards, as well as professionals working for them. The boards ensure that staffs adhere to organisational norms for effective service delivery and

maintained of its credibility. NGOs have written rules and procedures, and they are responsible for their operations to appropriate authorities. They also establish their norms in accordance with the existing laws of the land and general norms governing NGOs. Borwankar & Velamuri, (2007) add that these norms should as well be in harmony with the private sector because NGOs always create networks with them. Poole, (2008) states that NGOs are to be governed independently that they can have different kind of norms and objectives that suit their goals (these can be profit seeking or nonprofit seeking).

Cultures differ widely in their norms, or standards and expectations for behaving. They are the formal and informal rules regarding what kinds of behavior are acceptable and appropriate within a culture. Norms are specific to a culture, time period, and situation and are often divided into two types, formal norms and informal norms. Formal norms, also called mores and laws, refer to the standards of behavior considered the most important in any society. Examples may include traffic laws, criminal codes, and, in a school setting, student behavior codes addressing such things as cheating and hate speech. Informal norms, also called folkways and customs, refer to standards of behavior that are considered less important but still influence behavior.

Each employee in an organisation has personal values, beliefs and practices that one has on joining the organisation and allow themselves assess whether they can match with those of the organisation or not. Positive development may occur when the individual employees' beliefs, values and practices rhyme with those of the organisation or when he/she commits oneself to adapt to those of the

organisation.

Organisations laws, rules, norms and social conventions can be synonymous, though Jack Knight writes that organisations are a narrow version of institutions or represent a cluster of institutions that govern interactions between the members in an organisation (Schrodt, 2002). According to Hodgets and Luthans (2003), norms are measured by things like the amount of work done and level of cooperation between employees and management of the organisation. They also posit that there is need for well-defined rules that guide employee behaviour associated to productivity, intergroup interaction and customer care. They add that employees have a common language and that there should be formal procedures for work, reporting, expression of organisational and personal needs. They state that it's important to have coordination and integration between the units of the organisation for the purpose of enhancement of work efficiency, quality and speed of designing and implementing activities.

Organisational culture involves high observance of shared norms and meanings. It is assumed that the interaction between members of the organisation or sub groups lead to behavioural norms that gradually get imbedded in the organisational culture features. The research by Nias et al., (2009) shows the way norms were established in the school that were being studied. The ways employees talked, worked and interacted led to them develop shared meanings which helped them to predict each other's behaviour. Hence staff developed their own taken-for granted norms shared meanings and mode of behaviour. The old staff never noticed it but they were evident to newcomers. This made the researchers to appreciate the fact

that each school had its unique culture.

Similarly as Lay health workers expect satisfactory service from the organisations, the donors or contributors of the NGOs do not expect anything in return (Henderson, Chase and Woodson, 2002, Beaman and Balcik, 2008).

NGOs like TASO that do not seek for profit, their sources of revenue may be considered as a factor that differentiates their norms from profit seeking organisations as their source of funding is mainly through donations, fundraising, monetary and non-monetary contributions of governmental institutions, individuals and private companies. As profit making organisations may have norms focusing on satisfying the customers, while the nonprofit seeking may develop norms that suit the needs of donors or government.

All the scholars note the relationship between norms and organisational sustainability; however, they remained silent about the magnitude of relationship between organizational norms and its sustainability. Hence this study sought to establish effect organisational norms had on sustainability in TASO Soroti.

2.2.2 Effect of organizational leadership on sustainability

Relatedly, Koçel, (2011); Robbins, et al., (2010) states that leadership is the way a manager defines the roles of his staff in a process of goal attainment in line with the existing organisational norms. The leaders create job interactions with employees while relying on mutual trust and respect.

Two dimensions were suggested by the University of Michigan studies that focused on characteristics of leaders being employee oriented and production oriented. The employee oriented leaders stress the relations between employees

and employers, while production oriented focus on technical side of the job (Kocel, 2011, Robbins, et al., 2010).

As per Mc Gregor's (1960) X and Y theories, leaders have different assumptions about behaviors and these affect the way leaders behave. Theory X presupposes that an average worker does not like to work and is not willing to take responsibility. Thus in order to influence an effective work environment; workers should be kept under strict surveillance and should even be punished where necessary. The Y theory on the other side presupposes that work is as usual and normal as play and those workers are willing to work and are not lazy.

Everyone has the ability to learn to take responsibility as they further their career. Leaders in favor of theory X, exercise more of authoritarian leadership style, while those in favor of theory Y use a democratic style of leadership. Likert (1977) grouped four dimensions in order to better understand the behaviors of the leaders thus; exploitive authoritative, benevolent authoritative, consultative, and participative (Kocel, 2011).

Organizational performance includes the actual output of an organization as measured against intended goals and objectives (Fowler, 2016). To sustain themselves, majority of the international NGOs in Uganda are embarking on the process of strategic management, Strategic implementation, strategic change management all these is to ensure that their organization are managed in such a way that the overall goal is achieved despite the socio- economic and political forces (Kameri, 2000).

Therefore, the belief that organisations are unique can be appreciated as

people are increasingly recognizing the belief that organisations are unique entities given their different internal and external contexts that provide a basis for the mode of leadership. Despite the pressures of globalization, understanding and managing the organisation setting is an important dimension of leadership in the current era. Values, norms and beliefs are not universal and not a “one size fits all” model.

According to Thompson and Cavaleri (2010), leaders cannot successfully promote sustainability if they fail to work with extreme consciousness as per their underlying motivation. In their article “leadership for sustainability” Loius Metcalf examined the confusion over the many leadership styles in promoting social responsibility in organisations. Therefore, leadership for sustainability requires leaders of extraordinary abilities. Thompson and Cavaleri (2010) agree, indicating that organisational sustainability occurs within a complex system, successful navigation that demands extensive try and error learning, thus requiring buildup of organisational knowledge.

Studies show that organisations that exhibit a coherent set of ethical principles are more likely to be successful and stand a test of time (Conrad Browne, 2019).

In their 2008 letter exchange Waldman resists the usefulness of purely “values-driven” CSR, or CSR driven by the manager’s personal values, as he argues that managers are not accountable to society, but to the organizations” founders and donors and furthermore he argues managers have no way of knowing the true needs of stakeholders. Waldman’s argument implies that the most appropriate leadership style for organisations implementing sustainability strategies is that which is strategically driven and which

does not require upholding integrity.

2.2.3 Effect of Organizational power dynamics on sustainability

Hofstede's (1980) outlined dimensions of organizational power relations; they used the gathered data from IBM employee's more than fifty countries and categorized organizational culture into four dimensions; power distance whereby the degree in which employees and management have distant relationship, formal and informal. Secondly, they presented individualism, whereby the degree in which people may create difference between interest of organization and self-interest. Thirdly, they said that there was uncertainty avoidance whereby the level of staff willingness to mitigate the uncertainty and tolerant of ambiguity, and lastly, they mentioned masculinity, whereby the level in which success is defined as ambition, challenge and insolence, rather than caring and promotion.

TASO gives high priority to salaries of counselors in drawing up budgets; they are paid twice as much as government employees with commensurate qualifications. The argument is that its keen to relieve stress of having its staff to look for secondary sources of income to support their families, this is a way of ensuring that their staff is not easily lured by other competitors in the job market (USAID, 2000).

According to Barney (1991), organizations provide sustainable aggressive advantage. He introduced three conditions; first, he suggests that culture must be viable, second the culture must be rare and have attributes and third culture must be imperfectly imitable. These can provide assistance to superior organizational performance that can be temporary or continue for long term.

NGOs strategies in program implementation are more confrontational than collaborative.

Actors and stakeholders who have the more funds influence the decision made. Accountability and transparency are mostly to the donors than to say clientele or beneficiaries; this affects even the way services are provided, those that show a promising connection to the priorities and objectives to be realized fronted by donors become visible examples of a succeeding organisations verses those that struggle to identify with the initial objective and mission and goal of the organization. The concept of organizational culture provides several useful elements to the leadership and management of people in institutions. The focus on the informal dimension is a valuable counter to the rigid and official components of the formal models (Bush, 2003). By stressing the values and beliefs of participants, culture reinforces the human aspects of management rather than their structural elements.

2.3.0 Organizational sustainability

Sustainability is a state in which an organization or a society exhibits a relation to economical environmental and social aspects (Munck & Souza, 2009). Therefore, usually when it is said that an organization or a society is sustainable it is meant that it holds a certain state of sustainability. As such, sustainable is what can be maintained, in other words, nothing is stagnant, that is why sustainability must be viewed in levels (Van Marrewijk & Werre, 2003). This way, the correct would be to say that a given organization or society holds a certain level of sustainability, rather than what is and is no longer sustainable. For an organization, it means that it has the elements necessary to carry on and constantly

enhance its activities in pursuit of a defined mission. It thus has both a defined mission and some combination of goals and objectives, the attainment of which ensures the successful pursuit of the mission. Sustainable organizations are not necessarily financially self-sufficient entities. Most organizations will never be able to carry out their missions with their own income. However, sustainable organizations are financially self-reliant. Through short-, medium and long term planning, competent and sufficient management and staff, visionary leadership, staff commitment to the organization's mission, craftsmanship skills, networking skills, an ongoing strategic planning process and a positive attitude among staff, they know what resources are available, or potentially so, how they will pursue them, and constantly seek diversified funding sources as they focus on their mission in all that they do.

One essential principle of financial sustainability is that sustainable organizations do not depend entirely on outside resources. They first ensure that they are maximizing their own income before they assess the degree to which they must seek outside funding. If an organization is a membership organization, it has mechanisms in place to ensure that dues are as high as they can reasonably be and that these dues are regularly and fully collected. If an organization derives its income from the sale of publications or other items, it has a transparent process for pricing these items, marketing them, and collecting and using the proceeds from their sale. The moral aspect of sustainability gets to the essence of what makes an organization work. We can compare institutional sustainability to the body and

brain of an organization. Financial sustainability is the blood that nourishes it. But moral sustainability is its very soul. Like the soul, it is intangible. Yet it is as important to an organization's sustainability as the soul is to our very existence as living beings.

Simply stated, an organization is morally (or philosophically) sustainable when: The organization's leader has a clear vision of, and commitment to the mission, and communicates it effectively to all staff. Staff rally around the leader and become committed to it as well. Staff feels that their commitment to the mission is rewarded by career development opportunities, adequate compensation and a dynamic work environment that allows each to use his or her capabilities for a greater good. Morale is high as a result. The general feeling is that problems are challenges that staff will overcome with unity of purpose and strength of commitment. Leadership, management and staff not only act ethically, but are also perceived as doing so.

NGOs in Africa, generally, depend on voluntary staff to run their activities and programs, and therefore, do not have control over the quality of the staff they recruit (Lekorwe and Mpabanga, 2007). Lekorwe and Mpabanga argued that lack of well trained and experienced staff limit the extent to which NGOs can manage their daily affairs and their capacity to effectively plan, appraise, implement and monitor their activities. Atiti (2006) identifies qualified and motivated staff as one of the pillars for a sustainable organisation. Not surprisingly, Thomas and Thomas (2000) have argued the need for career planning and training for NGOs personnel as essential for improving NGO sustainability. This implies that in order to achieve

organisational sustainability the organisation has to see to it that the three components of organisational sustainability (financial, institutional and programmatic) need to be addressed.

2.3.1 Financial sustainability

An institution should be deemed sustainable if it has the strength to survive and develop to fulfill its functions on a permanent basis with decreasing levels of external support. More specifically, NORAD staff would consider an institution or a long-term project to be sustainable if it were likely to be able to secure necessary inputs and support; to provide, efficiently and effectively, a continuing stream of activities and outputs that are valued by its stakeholders (members, Lay health workers, and/or superiors); for as long as the institution is needed. It is a goal for agencies like NORAD to contribute to the building of strong and capable institutions in partner countries, but institutional development is a means to an end. The ultimate aim is not strong institutions as such, but the realization of long-term development goals.

Sustainable institutions *may* or may not contribute to sustainable development. Some institutions in Third World countries may need to be reformed or abolished to promote long- term, self-renewing change in society. Assessment and dialogue should identify which institutions are legitimate, essential, and relevant to a country's development and thus eligible for NORAD support.

2.3.2 Institutional Sustainability

Institutional development is here defined as the process by which individuals, organisations and social systems increase their capacities and performance in relation to goals, resources and environment.

Other terms have also been used to define the same process. Some agencies use "capacity development" interchangeably with institutional development, or as an even broader process. Capacity may be defined as the ability of individuals, organisations and broader systems to perform their functions effectively, efficiently and in a sustainable way. Capacity is then the power or energy which determines performance and sustainability and becomes as such the target for institutional development efforts.

It is important to keep in mind that institutional development consists of, but goes beyond, human resources and organisational development. It also involves change in and transformation of social systems. Institutional development embraces three levels: individual actors, organisations, and social systems, and consists of a broad range of activities at each level.

The failure of many development projects can often be attributed to a narrow view of institutional development when defined in terms of individual skills and organisational characteristics.

2.3.3 Programmatic Sustainability

Often missed are important dimensions at the policy or legislative levels, or in supporting processes and frameworks. If all levels and dimensions of institutional development are not addressed, the potential of sustainable development might not be realized to its fullest extent.

A major dimension of institutional development is at the individual level. It is at this level that we find people and actors, including small networks and groups participants in and managers of projects. They are the smallest and often most

basic building blocks serving the requirements for individual competence, and representing conditions for any project or organisation to function efficiently and effectively.

There are further dimensions of institutional development that need to be developed at the organisational level whether the organisation is a government, a private sector firm or a community-based organisation. These relate to the organization's strategy, management, finances, administration, culture, etc.

The system level is the level extending beyond the organisation. System-level aspects include overall policies, rules and norms governing the mandates, priorities, modes of operation, etc. within and across the respective sectors.

For national programs (e.g. governance, public service reform programs, etc.) the system level will encompass the broad political and socio-economic forces in the country involved. Relevant dimensions in both areas are the legal and political framework, norms and culture, links to external agencies, public participation and legitimacy. All three levels are necessary for improving institutional performance. Not all funded programs have to embrace all levels, but the process of selecting levels of interventions and program components should start from abroad system perspective. Therefore, future studies need to be designed to get a deeper understanding of the complexities of the effect on culture on organisational sustainability.

2.4 Gaps in the Literature

The researcher recognized that effect of organizational culture on sustainability requires more research. It seems apparent that organizations have to let go of the dominant designs, values, norms and views in order to remain afloat in the

current dynamic NGO service delivery world. Similar claims have been made by a number of authors in other studies (e.g., Stead & Stead, 1992). It also seems apparent that the “ideal culture” profile for corporate sustainability needs to be low on internal process values, and high on open systems values, yet to date there is little evidence to support this claim. Culture definitely transcends ideal values physically manifested in the behavioral dynamics of each and every organisation of which inadequate literature to support such claims. Communication in organisations differs in ways consummate with the aims and purpose of the entity.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the research methodology that was used to conduct the research. It constitutes the research design, population of study, sample size and selection, sources of information, data collection methods and instruments, research procedure, reliability and validity of the instruments, data management and analysis, ethical considerations, methodological constraints.

3.1 Research Design

According to Mbeiza (2010), a research design is basically a plan that explains how the study would be carried out. The researcher used a correlation research design. A correlation design comprises of gathering facts in order to determine whether and to what extent a connection exists amongst the variables being studied (Amin, 2005). The design was considered appropriate for this study because it clearly measures the strength and direction of the relationship between organisational culture and sustainability of TASO Soroti. Hence this design helped to identify the extent in which organisational culture and sustainability of TASO Soroti are related. The researcher also used both qualitative and quantitative research approaches in collecting data. A qualitative approach is descriptive in nature and is presented in non-numerical terms while a quantitative approach is a research approach which presents finding in numerical term (Amin, 2005). The design endeavored to put into account all the necessary steps involved in the study related to the effect of culture on the sustainability of TASO Soroti.

3.2 Area of study

The study was carried out in Soroti district which is approximately 256 kilometers from Kampala city in Uganda. The area was selected given the fact that there were a number of NGOs that were facing sustainability challenges.

3.3 Study Population

The study population was 75 and it comprised of Centre Advisory Committee (CAC) members, staff and beneficiaries of TASO Soroti (TASO Soroti, 2020).

3.4. Sample size

Robson Collin (1999) observed that it is not feasible to gather detailed information about all the persons involved for all the time they are involved. It is the number or the size of the targeted population that is used for a study and analysis (Cooper& Schindler, 2008). The sample size for this study was determined using Krejcie and D. W. Morgan (1970) table for determining a sample size of a given study population. In effect out of a study population of 75, 63 respondents were selected for the study, thus; 9 Centre advisory committee members, 26 TASO Soroti staff, and 31 TASO Soroti lay health workers.

Table 3.1 Sample Size and Sample Size Determination

Category	Target population	Sample size	Sampling technique
CAC Members	9	9	Purposive
TASO staff	26	26	Purposive
Lay health workers	40	31	Simple random
Total	75	63	

Source: TASO Soroti Quarterly Report (2019)

3.5 Sampling techniques and procedure

The study used two sampling strategies, namely; simple random and purposive sampling.

3.5.1 Simple Random sampling

Simple Random sampling is where the researcher selects respondents without the influence of his or her interests. The respondents to be interviewed are got by calculated probability (Sarandakos, 1997). Simple random sampling technique was used for the selection of lay health workers of TASO Soroti. This sampling method was preferred for its reliability, generalizability and representativeness of the population as per the needs of the study.

3.5.2 Purposive Sampling

According to Patton (2010), Purposive sampling, also known as judgmental, selective or subjective sampling, is a type of non-probability sampling technique. Purposive sampling was used in the selection of CAC members and TASO Soroti staff members as they were few and were presumed to have deeper information about the topic under study (Odiya, 2009).

3.6 Sources of Information

The researcher got data from two main sources thus; Primary and secondary data sources. Primary data was got from TASO Board members, TASO Soroti staff and Lay health workers, while secondary data was got from text books, Journals, and reports.

3.7 Research Procedure

The researcher first wrote a research proposal, and then presented it to the supervisor for approval, formulate data collection instruments that were read

through and verified by the supervisor, the researcher then got an introductory letter from the Department of Social Sciences, visited the relevant authorities to obtain introductory letters for authorization to undertake the study. After this the researcher made arrangements with the respondents for interviews and distribution of questionnaires. Thereafter, the researcher organized the collected data for analysis, discussion and interpretation and presented a research report for final examination.

3.8 Data Collection Methods

Data collection methods are an integral part of research design which involves selection of both qualitative and quantitative data (Amin, 2005). The study used the questionnaire survey and interview data collection methods in the collection of primary data, while documentary review was used for secondary data collection.

3.8.1 Questionnaires Survey

A questionnaire survey is a research method for collecting information from a selected group using standardized questionnaires (Amin, 2005). Questionnaires deliver a great degree of capability in signifying a big population as the data collected possesses a description of the comparative features of the overall population involved in the investigation. They are reliable and dependable for large samples, and are also low cost, convenient for data gathering and free from interviewer bias (Amin, 2005). The researcher used the questionnaire method for collecting data from TASO Soroti staff and lay health workers.

3.8.2 Interview Method

Interview method offers the investigator a chance to adapt questions, simplify them

by expending suitable words, clear questions and enhances a relationship between the researcher and respondent. It also enhances more probing that gives room for collection of deeper and clear information on the topic under investigation (Sekaran, 2004). Interviews were considered because they are flexible, adaptable and give an interviewer an opportunity to control the environment. The researcher used face-to-face interviews to gather facts from CAC members of TASO Soroti because they were deemed to have deeper and experienced information about the topic under investigation.

3.9 Data Collection Instruments

The study used interview guides, and questionnaires for data collection. The instruments were preferred because of their convenience in the context of time, stability, uniformity and consistency.

3.9.1 Questionnaires

A questionnaire is a data collection instrument which involves the researcher predetermining and formulating a questionnaire schedule with questions relating to the problem under investigation (Mugenda and Mugenda, 1999). The instrument was used because it collects large amount of data within a short time and is easier to administer and analyze (Amin, 2005). Questionnaires were circulated with the help of research assistants. The Questionnaires were administered to the TASO staff and lay health workers of TASO Soroti for primary data collection. The researcher used a Likert scale. Predetermined respondent views were listed and rated according to ratings of; strongly Agree, Agree, Not Sure, Strongly disagree and Disagree. The respondents were to rate according to their views and this helped in determining their position as regards the item under investigation. A

questionnaire is an easy method to administer to a literate population as NGO staff and the respondents respond honestly because of anonymity (Mugenda and Mugenda, 1999).

3.9.2 Interview Guide

Pamela (2011) defines interview as a method of data collection, information or opinion gathering that specifically involves asking a series of questions. Typically, an interview represents a meeting or dialogue between people where personal and social interaction occur.

An interview guide with both open-ended questions and closed-ended questions was used since it generally yields highest cooperation and lowest refusal rates, offers high response quality and takes advantage of interviewer presence (Owens, 2002). Individual Interview schedules were used to collect primary qualitative data from board members.

3.10 Validity and Reliability of the Instruments

3.10.1 Validity

Validity is the appropriateness of the instrument used (Amin, 2005). He further states that validity is the ability to produce findings that are accurate and measure what they are supposed to measure. The research instruments were subjected to expert judgment by UCU supervisors to establish their face validity to review and comment on instruments. The researcher also pre-tested the instruments by administering the same to a few pre-selected respondents who were not involved in the actual study. In this case the data collected represented the respondents' opinion. Content validity was also performed on the constructs to ensure

that the scale items are meaningful to the respondents and that they capture issues being measured. This was done through the calculation of Content Validity Index (CVI), given by the formula:

$$\text{CVI} = \frac{\text{No. of items pronounced Valid}}{\text{Total no. of items on the instrument}}$$

The CVIs for each variable and for the entire tool are shown in the table below.

Table 3.2: CVI for the questionnaire

Variable	Number of Previous Items	Number of item retained	CVI
Norms	8	7	0.9
	7	6	0.9
Leadership	7	6	0.9
	6	5	0.8
Power dynamics			
Sustainability			
Entire data collection tool	28	24	0.88

Source: Primary Data, 2020

The above shows a CVI of 0.9 for norms where 7 items were retained, 0.9 for leadership where 6 items retained, 0.9 for power dynamics where 6 items were retained, 0.8 for sustainability where 5 items were retained and an average of 0.88 for all constructs in the study, where 24 items were retained. Since the computation was found to be above 0.88 then the instrument was considered valid and deemed fit for data collection.

3.10.2 Reliability

Reliability refers to a measure of degree to which a research instrument yields consistent results or data after repeated trials (Mugenda and Mugenda, 1999). As

Gay, et al, (2009) states, self-constructed measurement instruments should be pilot tested before use, to determine validity, reliability, and feasibility. The reliability of the instrument was computed after piloting on staff of TASO Mbale who had similar characteristics with those of the TASO Soroti but who would not participate in the research. Twenty five questionnaires were given out and 19 were retrieved from the pilot participants. The researcher used Cronbach's (1951) Alpha coefficient to ascertain the internal consistency of the research instrument and using the SPSS computation the coefficient for the instrument was 0.793. Hair et al. (2010) suggests a minimum Alpha coefficient of 0.6 which makes Alpha coefficient for this study higher, hence making the instrument suitable for the study.

Table 3.3 Instrument Reliability statistics

Cronbach's Alpha	Number of Items
0.793	33

3.11 Data Processing and analysis

3.11.1 Data Processing

Data editing, sorting, coding and presentation were done by the researcher and some research assistants before analysis. Discussions were done to cater for any errors and omissions.

3.11.2 Data analysis

3.11.2.1 Quantitative Data Analysis

Data from questionnaires was compiled, sorted, edited, classified and coded into a coding sheet and analyzed using a computerized data analysis package known as Statistical Package for Social Science (SPSS 20.0.). The descriptive statistics involved calculations of the mean, frequencies and percentages weighed averages.

Descriptive statistics were used to designate sample features. Inferential statistics of correlation analysis (Pearson's correlation coefficient) was used to find out whether a linkage exists amidst the independent variable and dependent variable. The Pearson product-moment correlation coefficient (r) was used to compute the relationship between TASO Soroti Organisational culture and Organisational sustainability.

3.11.2.2 Qualitative Data

All the data collected using interview guide and unstructured questions within the questionnaire was descriptively analyzed where necessary. Content thematic analysis and verbatim quotes from key respondents were analyzed and coded accordingly. A content analysis the responses were categorized in frequency and score tables with varying percentage calculation. Interpretation and conclusions were made according to the number of occurrences of each item. The qualitative data was used to reinforce the quantitative data so as to make interpretation of data easy to understand and give quick insight of results.

3.12 Ethical Considerations

According to Belmont Report (1978) as supported by Sarantakos (1997) the researcher adhered to the following ethical relationship between the researcher and respondents; the information given by the respondents was kept confidential. The researcher also sought the consent of the respondents before involving them in the study. The findings have been used for their intended purpose and not for any other purpose. The researcher also ensured that the work was original and any other party's work that was used has been acknowledged accordingly in the body and list of references.

3.13 Methodological constraints

The research encountered the following limitations in the course of the study:

- i. Some respondents were not willing to disclose some information concerning the Organisation for fear of negative repercussions on their jobs and this affected the reliability of the findings. The researcher however, assured them that all the information would be kept confidential and was only to be used for academic purposes. The researcher also emphasized anonymity, whereby respondents' identity was concealed such that respondents were not required to put their names on the questionnaires.
- ii. Lack of financial records and non-disclosure information regarding the Organisation was another challenge that limited the measurement of Sustainability indicators. The researcher addressed through explaining to the custodians that classified information would be treated with utmost confidentiality.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.0 Introduction

This chapter presents the major findings of the study. Importantly, the findings are presented in relation to the study objectives. The major themes have been directly developed from each objective while findings are presented and interpreted accordingly. Frequency tables with computed means values and graphical illustrations especially for the quantifiable findings have been developed. In order to guide interpretation of the findings, the mean average of the studied items are measured in relation to the five point Likert Scale where 1=Strongly Disagree, 2=Disagree, 3=Undecided, 4=Agree and 5=Strongly Agree. The first part of the presentation gives the demographic characteristics of the respondents with purpose of giving insight into the kind of population the study sampled.

4.1 Response Rate

This is calculated by dividing the number of the complete surveys by the total number of respondents that were contacted and then multiplying the result by 100. The researcher aimed at finding out the response rate of the respondents and the results are indicated in the table below.

Table 4.1: Response rate

Response Rate	Frequency	Percentage
Expected Response	63	100
Actual Response	62	98.4
Non Response	01	1.6

Source: Primary Data 2022

According to table 4.1 above, overall, the study had a high response rate of 98.4% (n=62) with only 1.6% (n=01) never participated in the study. This is a very good level of respondent participation for a valid research as Amin (2005) recommends a minimum of 70%. This high response rate has been attributed to the fact that the researcher physically followed up the respondents who had not returned their filled questionnaires within the stipulated time.

4.2 Demographic Characteristics of Respondents

The background variables of interest to the study included: age, gender, educational level and duration of service in the organisation. The researcher examined these demographic characteristics of the respondents to get a more accurate picture of the persons involved in the study. Data on each of these background variables are summarized and discussed below

4.2.1 Gender of Respondents

Table 4.1 below shows the gender of respondents, 38(61.3%) were females and 24 representing 38.7% were males. Having a higher number of female staff in TASO shows that being a care and support organisation finds females as more suitable for supporting its Lay health workers, with a few males having related values and attitudes. The findings also suggest that the views given in the study may represent a feminine perspective.

Table 4.1: Gender of Respondents.

Gender	Frequency	Percent
Male	24	38.7
Female	38	61.3
Total	62	100.0

Source: Field Data, 2022.

4.2.2 Age of the Respondents

Table 4.2: Age Bracket of the Respondents

Age of Respondents	Frequency	Percent
18-30	9	14
31-40	2	43
41-50	2	32
51years above	6	09
Total	18	100.0

Source: Primary Data, 2022

Findings on the age distribution of the respondents indicate that majority were in the age bracket of 31-40 (43.5%), followed by those aged between 41-50 years (32.3%), then those aged 18-30 and above 51 years were 14.5% and 9.7% respectively. These findings suggest that TASO Soroti has more middle aged workers who are still energetic, hence able to carry on the mission of the organisation.

4.2.3 Level of Education Respondent

Findings on the respondent level of Education of the staff indicate that majority (30.6%) had acquired diploma, followed by 27.4% who were degree holders, then 22.6% who had reached A^o Level, 11.35 had reached O^o Level, with the least (8.1%) who had certificates. This indicates that the organisation has well qualified personnel who can effectively perform their work and the few

that had reached O^o Level and certificate are similarly competent for the available jobs of cleaning, mentor mothers and client representatives. The respondents were also educated enough to understand and articulate issues under study. The rich distribution of education levels also provided a good opportunity for the study to get the views from staff of a variety of education backgrounds.

Table 4.3 Respondent Level of Education

Respondent Level of Education	Frequency	Percent
O'Level	14	22.6
A'Level	7	11.3
Certificate	5	8.1
Diploman	19	30.6
Bachelor's Degree	17	27.4
Total	62	100.0

Source: Primary Data, 2022

4.2.4 Respondent designation in TASO Soroti

The findings about staff positions in the organisation indicate that it has more of technical and field staffs who meet its job specifications as most of TASO work involved counseling and treatment that needs medical and counseling staff, with a few support staff and client peer supporters. However, given the clientele of TASO Soroti, these numbers are not adequate and this can affect the quality and range of services offered by the available staff. The few staff may be overworked which can affect their quality of work.

Table 4.4: Respondent Designation in TASO Soroti

Respondent's Designation	Frequency	Percentage
Medical Officer	1	16
Linkage Facilitator	1	24
Mentor Mother	1	27
Data Clerk	4	6
Cleaner	4	6
Cook	2	3
Watchman	2	3
Total	62	100.0

Source: Primary Data, 2022.

4.2.5 Duration in Service with TASO Soroti

Findings on the duration in service indicate that majority of the staff (41.9%) had served with TASO Soroti for over nine years, followed by 38.7% that had also served for over 6 years, with only 6.5% that had served for less than 4 years. These findings suggest that most staff have liked working with TASO and that there is low staff turnover. This staffs that have served for long were also having enough knowledge about the culture and operations of TASO which was helpful to the study.

Table 4.5: Duration of Service with TASO Soroti

Duration in Service	Frequency	Percentage
4-6 years	8	12
6-9 years	2	38
9 and above years	2	41
Total	62	100.0

Source: Primary Data, 2022.

4.3 TASO Soroti organisational sustainability

Responses were also solicited to establish the level of sustainability of TASO using related constructs as presented below.

Table 4.6: TASO Soroti Organisational Sustainability

Statement	SD	D	N	A	SA	Mean	SD	Comment
TASO Soroti has been able to achieve its goals and objectives	11 (17.7%)	28 (45.2%)	3 (4.8%)	16 (25.8%)	4 (6.5%)	2.58	1.23	Moderate
TASO Soroti has put in place systems that promote good performance	-	17 (27.4%)	3 (4.8%)	29 (46.8%)	13 (21.0%)	3.61	1.10	Strong
TASO Soroti has enough funds to enable it run its activities after the ceasing of donor funding	15 (24.2%)	35 (56.5%)	-	12 (19.4%)	-	2.14	1.00	Moderate
TASO Soroti has put in place systems and mechanisms that can enable it continue offering services to its Lay health workers after donor funding	9 (14.5%)	40 (64.5%)	2 (3.2%)	11 (17.7%)	-	2.24	.91	Moderate
The organisational culture of TASO Soroti has contributed to its continued service delivery.	4 (6.5%)	15 (24.2%)	2 (3.2%)	31 (50.0%)	10 (16.1%)	3.45	1.21	Strong
TASO Soroti has well laid programs that will ensure continued service delivery after the end of donor funding	12 (19.4%)	19 (30.6%)	1 (1.6%)	23 (37.1%)	7 (11.3%)	3.82	1.09	Strong
						2.90	1.38	Moderate

Key: 0.00-1.0 (Very Low) Key, 1.10-2.0 (Low), 2.1-3.0 (Moderate) 3.1-4.00

(High), 4.1-5.0 (very high).

Findings on the statement, ‘TASO Soroti has been able to achieve its goals and objectives’ show that majority (45.2%) disagreed, while 25.8% agreed, 17.7% strongly disagreed and 6.5% strongly agreed. Related findings were got from the interview guide and focus group discussion respondents whereby majority of them had a view that TASO Soroti had not achieved its goals and objectives. For instance one board member said,

„In the past 5-7 years we have been struggling to fulfill our original

pledges. We believe in holistic support but we have been so constrained with finances to a point of cutting off many of our activities, as much as they are very vital to our Lay health workers"

Related views were given by a cross section of beneficiaries who stated that they no longer enjoy the things they used to get from The AIDS Support Organization Soroti. One client who had stayed in The AIDS Support Organization Soroti for over 20 years commented,

"TASO has greatly changed....I used to get food and had a caring counselor who could follow me up to home to counsel me but she went away and there are only a few counselors who are too busy, they don't have time for us..."

The above views indicate that The AIDS Support Organization Soroti no longer offer what it used to offer to its beneficiaries. This implies that The AIDS Support Organization Soroti has failed to achieve some of its goals and objectives which situation may affect its sustainability.

The above findings are in harmony with what the USIAD (2016) reported that a number of HIV/AIDS service organisations were experiencing cuts in their range of services and a number of personnel had been laid off as a result in the shift in donor priorities. The report further stated that most of the funding was being directed to national governments so that HIV/AIDS services become part of the continuum of medical services provided in public health units (USAID, 2016).

Findings on the statement, "TASO Soroti has enough funds to enable it run its activities after the ceasing of donor funding" shown that majority (80.6%)

were in disagreement with the statement, with only 19.4% that agreed. Equally most supervisors and Lay health workers admitted that the organisation did not have enough funds for running of its programs as one board member even stated,

„We even nearly cut off more staff because of limited funding but thanks be to God that we received some funds to run contracts in the north and western Uganda....“

One client also stated,

“These days we don’t even get other drugs like coartem, and even septrin because they tell us that it is out of stock”.

These findings suggest that The AIDS Support Organization Soroti has limited funding to run some of its programs and this can affect its sustainability because services are the reason for its existence.

Majority of the respondents (64.5%) agreed, but 17.7% strongly agreed, while 14.5% strongly disagreed with the statement that TASO Soroti had put in place systems that promote good performance. Related findings were got from the board members and Lay health workers of The AIDS Support Organization Soroti who believed that management would have done put in place better sustainability strategies as one board member stated,

„We have put in place all that is needed to enhance good performance....as much as the staff remuneration is not so good as compared to other organisations, it is fairly competitive”

These findings suggest that The AIDS Support Organization Soroti tries to enhance good performance with the limited resources it has. This is in harmony with

what... stated that money is not the only motivator for employee performance, rather other factors like good leadership, good working environment among others can motivate staff to perform. Majority of the respondents (75.0%) disagreed and 10.7% strongly disagreed, with only 10.7% that agreed with the statement that The AIDS Support Organization Soroti had put in place systems and mechanisms that can enable it continue offering services to its Lay health workers after donor funding. Related findings were got from the board members who asserted that the organisation can barely operate without donor funding. One board member even commented,

“How can we move on when over 90% of our funding comes from donors?”

Another board member acknowledged that unlike other board members who could raise funds for the organisation, their board members could barely raise funds to sustain the organisation.

Majority (66.1%) were in agreement, while followed by 30.6% were in agreement with the statement that the organisational culture of The AIDS Support Organization Soroti had contributed to its continued service delivery. Related findings were got from the majority of the board members who stated that if it were not for the rich The AIDS Support Organization culture it would not have survived for over 20 years. Similar responses were got from Lay health workers who stated that the organisation had best practices that are not comparable to other organisations. One board member stated,

„It is our rich culture that has made our donors and government to keep on trusting us with their funds”.

The above findings indicate that the rich Culture of The AIDS Support Organization Soroti has greatly contributed to its sustainability.

Findings on the statement, “TASO Soroti has well laid programs that enhance continued service delivery after the end of donor funding” reveal that majority (50.0%) were in disagreement, with a reasonable majority agreeing with the statement. These findings were similar to what a bigger section of the board members and the Lay health workers stated that the organizations’ programs could not be sustainable after the end of donor funding. One board member stated,

“We have smart programs and best approaches but our funding cannot sustain them because we do not have control over the funding levels and inflows”.

The above findings suggest that as much as The AIDS Support Organization Soroti has beautiful programs and systems it cannot sustain them because of its funding constraints.

4.4 Effect of organisational norms on sustainability of TASO Soroti

The researcher sought for responses on issues related to the effect of organisational norms to TASO Soroti sustainability as presented in the table below;

Table 4.7 descriptive statistics on organisational Norms.

Statement	SD	D	N	A	SA	Mean	SD	Comment
TASO Soroti has well defined norms	-	10 (16.1%)	2 (3.2%)	28 (45.2%)	22 (35.5%)	4.00	1.02	Strong
The TASO Soroti staff understand the organisational norms	4 (6.5%)	13 (21.0%)	2 (3.2%)	22(33.5%)	21 (33.9%)	3.69	1.31	Strong
The TASO Soroti staff respect and follow organisational norms	2 (3.2%)	9 (14.5%)	2(3.2%)	29 (46.8%)	19 (30.6%2)	3.88	1.11	Strong
The respect of organisational norms has contributed to the achievement of organisational objectives of TASO Soroti	7 (11.3%)	15 (24.2%)	-	28 (45.2%)	12 (19.4%)	3.37	1.34	Strong
The respect of organisational norms has led to good work habits by the staff of TASO Soroti	-	14 (22.6%)	2 (3.2%)	26 (41.9%)	20 (32.3%)	3.83	1.11	Strong
Following TASO norms has enhanced good staff relationships	-	7 (11.3%)	1 (1.6%)	32 (51.6%)	19 (30.6%)	4.06	.90	Very Strong
The respect of organisational norms has led to good staff conduct towards TASO clients and members.	-	4 (6.5%)	-	36 (58.1%)	21 (33.9%)	4.21	.75	Very Strong
The clients respect the TASO Soroti norms	4 (6.5%)	19 (30.6%)	3 (4.8%)	25 (40.3%)	11 (17.7%)	3.22	1.26	Strong
						3.78	1.10	Strong

Source: Primary Data 2022

Key: 0.00-1.0 (Very Low) Key, 1.10-2.0 (Low), 2.1-3.0 (Moderate) 3.1-4.00

(High), 4.1-5.0 (very high).

Majority (45.2%) strongly agreed, while 35.5% strongly agreed, with only 16.1% that disagreed with the statement that TASO Soroti had well defined norms. These findings were similar to the views given by majority of the board members and beneficiaries, who asserted that the organisation had well defined norms as one member of the board said,

“TASO is a family and we have well stated norms and well defined ways of doings things which every staff and client knows”.

Related responses were given by members of the focus group discussion as one member commented,

„TASO has a way it does things and some „dos“ and „don'ts are well known to everybody.

These findings suggest that TASO Soroti has well defined norms that can serve as a basis for better understanding its culture. When the norms are well defined it means that staff will be confident of their actions while serving the organisation, which promotes good quality of work and good working relationship. The well-established norms also provide a sense of continuity as old staff will induct the incoming ones to embrace the norms.

Responses on the statement that TASO Soroti staffs understand the organisational norms show that 35.5% agreed, with 33.9% strongly agreeing, while 21.0% disagreed and 6.5% strongly disagreed with the statement. These findings were not far from what was got from the interview guide and focus group discussion respondents, whereby a majority said that most staff understood the organisational norms but a significant number of staff were just trying to copy what others do as

one supervisor said,

“Some of the staff especially the new ones and less educated just follows what others do and at times fail to follow our norms because at times they try to copy from old staff that may at some points fail to adhere to them”

A related view was given by one client, who said,

„For us we found these things in place and we just follow them without knowing why TASO does some things like that.... .”

These findings indicate that as much as majority of staff understood organisational norms, a significant number of them did not understand well the organisational norms and practices. These findings are in harmony with what Poole, (2008) stated that every employee in the organization has his or her own different values and beliefs and practices he/she works with on joining any organisation he/she allowed himself to internalize first with the organization's culture to know whether he can come up with them or not.

Findings on the statement that TASO Soroti staff respected and followed organisational norms reveal that 46.8% agreed, followed by 30.6% who strongly agreed, while 14.5% and 3.2 disagreed and strongly disagreed respectively. Similar responses were got from supervisors, who said that most staff respected and followed organisational norms as one supervisor said,

“It is only a few stubborn ones, but most of them fully respect and follow TASO family norms because they are good for any

serious and peace loving worker"

Lay health workers also expressed similar views as one of them commented,

„We are used to and like the way TASO does handles us and we follow what they tell us without asking questions"

The findings indicate that both staff and Lay health workers are comfortable with TASO norms and have embraced them, which are some of the ingredients of organisational sustainability as stated by Poole, (2008) who said that Positive development is easier to achieve when everyone is on a common path in the organization.

Findings on the statement that the respect of organisational norms had contributed to the achievement of organisational objectives of TASO Soroti show that majority (45.2%) agreed, while 24.2% disagreed, with 19.4% strongly agreeing and 11.3% strongly disagreeing. Equally, majority of the interview and focus group discussion respondents were in agreement with the saying that organisational norms had contributed to the achievement of organisational objectives of TASO Soroti. For instance board members said that TASO values had made it stand a test of time and earn respect from credible international donors and government as one said,

“TASO norms have earned it a brand name locally and internationally and this has made donors and government of Uganda to give us funding without a lot of hurdles as it is to other NGOs”.

Yet another board member said,

“Our norms are the basics for staff retention in the organisation and adhering to them automatically enables staff to achieve personal and organisational objectives”

On the same point one of the Lay health workers in the focus group discussions

stated, “Because our staff follows its norms, we are served well and with respect, unlike some NGOs that I cannot name that mistreat and value their Lay health workers”

The above findings give a hint that TASO Soroti norms have had a positive effect on the attainment of organisational objectives. This is in agreement with what Hodgetts and Luthans (2003) stated that norms are measured by things like the amount of work done and also the level of cooperation between management and employees of the organization. Findings on the statement, „the respect of organisational norms has led to good work habits by the staff of TASO Soroti“ indicate that majority (58.1%) agreed, 33.9% strongly agreed, with only 6.5% that were in disagreement. Similar sentiments were given by most board members as one of them stated,

„Immediately an employee is recruited in TASO, he/she is made aware of our expectations and the way we do our things. These employees are then formally and informally inducted into our system and I assure you, many have testified that joining TASO has changed their way of working and have become better employees”.

Another board member also commented that,

„A number of our partners and even government feel comfortable to take on our staff and we even give them recommendations because of their good work habits“

Yet majority of the Lay health workers mentioned that they were happy with the way TASO Soroti staff work and one even stated,

“Our „basawu“ (medics) are so kind, work as a team and can work for very long....I think it is because of the way they have been trained by TASO“.

The above findings indicate that TASO Soroti staffs have embraced its norms which have made them develop good work habits, hence sustaining TASO activities.

Responses on the statement, “Following TASO norms has enhanced good staff relationships” indicate that majority (51.6%) agreed, and 30.6% strongly agreed, while 11.3% disagreed with the statement. These findings are related to the views of the majority of the board members who said that that by staff the TASO Soroti norms had positively influenced good staff relations as they said that there scarcely any staff wrangles reported to the board. One board member commented,

„Well there might be small issues between staff, but our norms and the way do our work provides limited opportunity for staff conflicts” I also believe that the norms of the organisation have automatically regulated staff relations“

Related views were expressed by most Lay health workers who agreed that staff at TASO Soroti related well with each other because of the good laws that guide the organisation.

The above findings suggest that TASO Soroti norms have had a positive impact on staff relationships since there were no major conflicts reported to the board and Lay health workers also see staff relating well.

As regards the statement, „The respect of organisational norms has led to good staff conduct towards TASO Soroti Lay health workers and members”; majority of the respondents (58.1%) agreed, with 33.9% strongly agreeing, with only 6.5 disagreeing. These findings were similar to the views TASO leadership and Lay health workers gave, whereby majority of them were in agreement with the statement and very few objected to it. One departmental head said,

“The TASO family has a system of norms whereby they have become a common practice. Individuals find it nearly impossible to deviate from the existing norms and practices. Actually those who tried to deviate are no longer with us”.

Relatedly one lay worker said,

“TASO staffs have been trained to respect us and do for us all that is required. One counselor tried to mistreat a client and when I reported her to the supervisor she was disciplined by getting half pay and later transferred to another TASO Centre after promising that she would never do it again”.

These responses suggest that TASO Norms have greatly influenced staff conduct

towards fellow staff and Lay health workers which can positively impact on organisational sustainability. These findings are in harmony with what Hodgetts and Luthans (2003) wrote that there is need for well-defined rules for employee's behavior associated to the productivity, intergroup cooperation and customer relationship.

On the statement, „The clients respect the TASO Soroti norms”, 40.3% agreed, while 30.6% disagreed, with 17.7% and 6.5% strongly agreed and strongly disagreed respectively. Divergent responses were also given by supervisors and lay workers in the interview and focus group discussion tools respectively, whereby about half were in agreement and another half was in disagreement. As one supervisor commented,

„Clients are our bosses and this makes some of them to behave so badly towards staff because we have limited options of disciplining them as we can do to our staff”.

On the other hand some Lay health workers said that most of the clients respected TASO norms and adhered to them, with others stating that some Lay health workers are just unruly. These findings indicate that a few clients respected TASO norms with few others not doing so. This therefore leads to the comment made by Henderson, Chase & Woodson, (2002); Beamon & Balcik, (2008); and Kendall & Knapp, (2000) who stated that while the clients of the profit seeking organizations expect satisfactory service or goods with high quality, the donors or contributors of the NGOs do not expect any interest in return and added that clients/customers at times abuse the rights and privileges given to them. However, with education and

counseling of their reformed peers they can be supported to achieve organisational performance and sustainability.

4.4.2 Regression Statistics on the effect of Organisational Norms on Sustainability

To show much of the variance in sustainability would be caused by use of organisational norms, a regression analysis was run as shown below:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.461 ^a	.212	.149	1.13199

a. Predictors: (Constant), Staff understand norms and practices, Has well defined norms and practices

Coefficients^a

Model		Unstandardized Coefficients		Standardized Beta	t	Sig.
		B	Std. Error			
1	(Constant)	1.036	.983		1.054	.302
	Has well defined norms and practices	.658	.264	.519	2.496	.020
	Staff understand norms and practices	-.130	.190	-.142	-.685	.499

a. Dependent Variable: Organisational culture has an effected on service delivery

b. Predictors: (Constant), Staff understand norms and practices, Has well defined norms and practices

A multiple regression was carried out to examine whether well-defined roles, organisational practices, and staff understanding norms and practices could significantly predict the sustainability of TASO Soroti. The results of the regression indicate 21.2% variance implying that the model is a significant predictor of TASO Soroti Sustainability.

4.5 effect of TASO Leadership on sustainability of TASO Soroti

The study sought to establish the effect of TASO leadership to the sustainability of TASO Soroti and the findings were as discussed below.

Table 4.9: Descriptive statistics on organisational Leadership.

Statement	SD	D	N	A	SA	Mean	SD	Comment
The leaders of TASO Soroti are visionary	18 (29.0%)	24 (38.7%)	2 (3.2%)	13 (21.0%)	5 (8.1%)	2.40	1.32	Moderate
Supervisors consult with staff before making decisions	8 (12.9%)	29 (46.8%)	2 (3.2%)	23 (37.1%)	-	2.64	1.11	Moderate
Supervisors and subordinates share a common mission and objectives	4(6.5%)	15 (24.2%)	-	35 (56.5%)	8(12.9%)	3.45	1.18	Strong
Subordinates are involved in the determination of methods of working	10 (16.1%)	38 (61.3%)	3 (4.8%)	11 (17.7%)	-	2.24	.94	Moderate
Subordinates participate in decision making	13 (21.0%)	26 (41.9%)	2 (3.2%)	18 (29.0%)	3 (4.8%)	2.54	1.25	Moderate
The leadership enhance high morale among staff	14 (22.6%)	9 (14.5%)	3 (4.8%)	32 (51.6%)	4 (6.5%)	3.04	1.36	Strong
Organisational performance is timely monitored and evaluated	3 (4.8%)	10 (16.1%)	2 (3.2%)	32 (51.6%)	15 (24.2%)	3.74	1.14	Strong
TASO Soroti leadership have put in place strategies that promote organisational sustainability	21 (33.9%)	31 (50.0%)	2 (3.2%)	8 (12.9%)	-	1.95	.94	Weak
						2.79	1.11	Moderate

Source: Primary Data 2022

Key: 0.00-1.0 (Very Low) Key, 1.0-2.0 (Low), 2.1-3.0 (Moderate) 3.1-4.0 (High), 4.1-5.0 (very high).

The study sought for responses on the statement, “The leaders of TASO Soroti are visionary” and findings were that majority (67.7%) were in disagreement; however (29.3%) were in agreement with the statement. However, majority of the TASO Board members and beneficiaries said that TASO leaders were visionary. For instance one board member said,

„The board has been visionary as they have been able to stretch the organisation for over 20 years and we are still on ground”.

Yet another board member said,

“TASO leadership is visionary as I have seen them exploit existing opportunities and they ensure that they build a solid base for sustainable activities.

Relatedly one client said,

“The TASO leadership has been making long term plans for ensuring that Lay health workers have our ARVs all the time, while other organisations at times fail to provide their Lay health workers with ARVs”.

These responses indicate that as much as the board members are visionary and doing their best, staff feels that there is need for improvement.

Findings on the statement, “Supervisors consult with staff before making decisions” show that majority (59.6%) were in disagreement, while 37.1%

agreed with the statement. Related responses were given by respondents of other research tools whereby majority said that supervisors were at times not mindful of staff views before they make decisions. As one board member commented,

“Some leaders assume that they are all knowing and their decisions are best and final, however this is being addressed at individual level because not all of them are doing this”.

These findings suggest that there is a communication gap between TASO junior staff and supervisors which can hinder effective service delivery. This view was also given by Koçel,

2011; Robbins, et al., 2010) who said that great leaders always consult and that consulting subordinates provides a base for concerted effort and makes subordinates feel that they are part of any success registered. He adds that this motivates staff to perform better.

Regarding the statement, “Supervisors and subordinates share a common mission and objectives”, majority (56.5) agreed; while 24.2% disagreed with 12.9% strongly agreeing and 6.5% strongly disagreeing with the statement. These findings were similar to what most of the board members said, as they expressed that all staff were sharing common objectives, with only a few that were not keen to embrace the organisational mission and goals. One board member was quoted to have said,

„On a general note, staff properly understand our mission and goals and work with their supervisors to fulfill them”.

These findings suggest that supervisors in TASO Soroti shared a common mission and objectives with their juniors.

Findings on whether subordinates were involved in determination of working methods show that majority (613%) disagreed, while 17.7% agreed and 16.1% strongly disagreed. Majority of the board members interviewed also expressed the view that subordinates had little in determining how things should be done in the organisation but rather follow supervisor instructions. The beneficiaries equally expressed that they had been seeing subordinates wait for supervisor decision before doing certain things. These findings indicate that work practices in TASO Soroti are mainly determined by the supervisors which may on one hand limit subordinate decision making capacity. According to Koçel, (2011) this practice may negatively affect the sustainability of organisational programs as he asserts that a successful organisation needs to have systems that enhance all stakeholder involvement in determining what should be done.

Majority of the respondents (41.9%) disagreed, 21.0% strongly disagreed, while 12.9% agreed and with 4.8% strongly agreed with the statement, “Subordinates participate in decision making”. Other respondents also expressed contradicting view as regards subordinate participation in decision making as some board members said that subordinates just followed supervisors’ decisions as they were working according to the established guidelines of the organisation. One board member commented,

„When you give subordinates power to make decisions, they are most likely going to suggest what benefits them which can make the

organisation to lose out. So it is good to explain to them what certain decisions have been made but not discussing them”

The findings suggest that subordinates did not effectively participate in decision making. This implies that management takes most power in the organisation and the input of lower cadres is not recognized at some times, which may negatively affect organisational sustainability efforts. According to Thompson and Cavaleri (2010), well discussed and agreed decisions greatly contribute to good organisational performance.

Findings on the statement, „The leadership enhances high morale among staff” show that majority (51.6%) agreed, while 22.6% strongly disagreed, 14.5% disagreed and 4.8% were not decided. These findings were related to the views given by most board members who stated that TASO Soroti leadership was a great inspiration to staff as one stated,

“We have trained our managers and supervisors to instill high discipline and morale among staff and they are doing it effectively with our support”. Similar sentiments were got from most beneficiaries, who stated that TASO Soroti staff exhibited high morale and commitment to their work as one client said,

“Our “Basawu” (medics) love their work and do it with one heart”

The above findings suggest that TASO Soroti leadership have instilled high morale among staff which is a good indicator for organisational performance and sustainability.

Responses on the statement that organisational performance is timely monitored

and evaluated indicate that majority (51.6%) agreed, with 24.2% strongly agreed, while 16.1% y disagreed and 4.8% strongly disagreed with the statement. These responses were related what most board members said and they were pointing to the fact that organisational performance in TASO Soroti was being monitored on a timely basis. The above responses also indicate that TASO Soroti leadership was effectively monitoring and evaluating organisational performance which may enhance organisational performance as well as sustainability. These responses are in harmony with what Conrad Browne, 2019) stated that effective organisations closely monitor and evaluate their performance and further stated that organisations need to have a culture of evaluating their performance so that they do not lose track of their mission.

Findings on the statement, “TASO Soroti leadership has put in place strategies that promote organisational sustainability” show that 50.0% disagreed, 33.9% strongly disagreed, while 12.9% agreed. Equally, majority of the board members stated that TASO Soroti leadership had done a lot in human resource and system development but there was great need for establishing a firm funding base for its activities, as one leader said,

“The only and big challenge TASO has is mobilizing resources to keep it running its activities even after the end of donor funding”.

Relatedly some beneficiaries reiterated that TASO Soroti has good organisational capacity to remain as the best NGO in Africa but it has a problem of getting funds to sustain its activities”.

The above findings suggest that as much as TASO Soroti leadership has put in place strong systems and mechanisms that promote organisational sustainability as much as it has a big challenge of sustaining the funding of its activities.

4.4.2 Regression Statistics on the effect of Leadership on Sustainability Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.430 ^a	.185	.120	1.15145

a. Dependent Variable: Organisational culture has affected to continued service delivery

b. Predictors: (Constant), Leadership enhance high morale among staff Leaders.

Coefficients^a

Model		Unstandardized Coefficients		Standardized T	Sig.
		B	Std. Error	Beta	
	(Constant)	2.574	.804	3.201	.004
1	Leaders are visionary	.393	.172	.420	.032
	Leadership enhance high morale among staff	-.039	.185	-.039	.836

a. Dependent Variable: Organisational culture has affected continued service delivery

A multiple regression was carried out to investigate whether visionary leadership and leadership that enhance high staff morale could significantly predict the sustainability of TASO Soroti. The results of the regression indicated that the model explained 18.5% of the variance and that the model is a significant predictor of TASO Sustainability.

4.6 effect of Organisational Power Dynamics on Sustainability

The study sought for responses on the effect of organisational power dynamics on sustainability and below are the findings according to the related constructs.

Table 4.11: Descriptive statistics on organisational Power Dynamics.

Statement	SD	D	N	A	SA	Mean	SD	Comment
There is a good working relationship between departmental heads of this organisation	-	6 (9.7%)	3 (4.8%)	32 (51.6%)	21 (33.9%)	4.09	.88	Strong
There are clear roles and responsibilities of each staff	-	11 (17.7%)	1 (1.6%)	28 (45.2%)	22 (35.5%)	3.98	1.04	Strong
Staff relate well with others	-	5 (8.1%)	-	36 (58.1%)	21 (33.9%)	4.17	.80	Very Strong
Leadership hierarchy is respected in this organisation	-	7 (11.3%)	-	37 (59.7%)	18 (29.0%)	4.06	.86	Strong
The leaders of this organisation are dependable	-	11 (17.7%)	-	34 (54.8%)	17 (27.4%)	3.91	.99	Strong
Each staff in this organisation is valued and respected	5 (8.1%)	13 (21.0%)	2 (3.2%)	29 (46.8%)	13 (21.0%)	3.51	1.26	Strong
						4.08	0.76	Strong

Source: Field Data, 2022

Key: 0.00-1.0 (Very Low) Key, 1.10-2.0 (Low), 2.1-3.0 (Moderate) 3.1-4.00 (High), 4.1-5.0 (very high).

Findings on the statement as to whether there was a good working between departmental heads of the organisation show that majority (57.6%) agreed with the construct that there was a good working between departmental heads of the organisation, followed by 33.9% that strongly agreed, with 9.7% that disagreed with the statement. These findings were similar to what majority of the board

members" responses as one said,

"I have been witnessing unity among the departmental heads during the management meetings I have been attending.

They have been effectively working with the manager as a team"

The Lay health workers also reported harmony among medical and counseling heads of department as one assured,

"When I had a drug resistance problem the counseling head contacted the medical team leader and after a long discussion, they came up with the best drug that I could use and I am now fine".

The findings therefore indicate that the departmental team leaders work as a team and in a friendly manner, which can greatly enhance performance of the organisation.

Findings on the statement that there were clear roles and responsibilities of each staff indicate that majority of the respondents (45.2%) agreed, 33.9% strongly agreed, with only 9.7% that disagreed. This implies that TASO Soroti has a well streamlined system whereby each staff knew what they are supposed to do. This can enhance commitment, responsibility and reduced role conflicts. The board members gave related responses as one confirmed that the human resource manual had well spelt out job descriptions that were also emphasized by departmental heads.

Majority of the respondents (64.3%) agreed, 28.6% strongly agreed, with only 7.1% that were in disagreement with that statement that Staff related well with others.

These findings confirm what majority of the staff were friendly to each other and

support each other to achieve work targets as one client said,

“The counselors have been sharing our files such that by 1.00pm all the Lay health workers are always served”.

Related views were given by majority of the board members, who made statements like,

“We have not received any complaints regarding staff crossing with each other and indeed the value of team spirit and respect are being practiced among staff”.

These findings suggest that The AIDS Support Organization Soroti staff have a good working relationship and this can be a good ingredient for organisational sustainability as staff will feel comfortable with working with the organisation.

Majority (59.7%) agreed, followed by 20.0% that strongly agreed, with only 11.3% that disagreed with the statement that, “leadership hierarchy was respected at TASO Soroti”. This was confirmed with what all board members and Lay health workers stated, as one board member said,

“The staff is always reminded of our culture of regarding supervisors with high respect and the rules and regulations highly condemn insubordination”

Therefore it can be said that staff at The AIDS Support Organization Soroti respect their leaders, which practice can promote staff discipline and achievement of work goals. Responses on whether The AIDS Support Organization Soroti leaders of this organisation are dependable revealed that majority (64.8%) agreed, 27.4% strongly agreed with the construct that The AIDS Support Organization Soroti

leaders of this organisation are dependable, with only 14.3% that disagreed. These findings resemble what most board members said that they trusted the management and staff of The AIDS Support Organization Soroti. As one board member commented,

„We can stay for a long time without meeting staff or even visiting the centre but work has been going on well”

Lay health workers gave similar responses as one said,

“I fully trust and follow what the staff tell me because they usually tell us the truth and their advice has been so helpful to me.... I would have died but following their advice am very fine”

The above findings suggest that The AIDS Support Organization Soroti staffs are trusted by the board and beneficiaries. This state of affairs can greatly enhance organisational stability as it reduces suspicion, speculation and heresies.

Majority of the respondents (46.8%) agreed, while 21.0% disagreed, 21.0% strongly agreed with the statement that „Each staff in this organisation is valued and respected”. Related views were expressed by majority of the board members and Lay health workers as one board member said,

“It is a policy issue and good practice to respect our staff. On top of that our staffs deserve the respect as they are committed to their work and indeed perform higher than expected because these days we don't give them a lot of allowances but they try to do their best”.

These findings suggest that there is mutual respect between staff and other stakeholders which attribute can positively influence organisational performance.

The above findings are also similar to what the human relations quadrant reflects Barley and Kunda's (1992) human relations ideology, which pays attention to work conditions, social interaction and group affiliation.

4.6.2 Regression Statistics on the effect of organisational power dynamics on sustainability

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.383 ^a	.147	.079	1.17813

a. Predictors: (Constant), Each staff is valued and respected, Leaders are dependable

Coefficients^a

Model		Unstandardized Coefficients		Standardized T Coefficients	Sig.	
		B	Std. Error	Beta		
	(Constant)	3.662	1.204	3.042	.005	
1	Leaders are dependable	-.350	.259	-.249	-.1348	.190
	Each staff is valued and respected	.318	.194	.303	1.639	.114

a. Dependent Variable: Organisational culture has contributed to continued service delivery

A multiple regression was also carried out to establish whether leaders dependability, value and respect for each staff could significantly predict the sustainability of TASO Soroti. The regression results showed that the model explained 14.7% of the variance indicating that the model was a significant predictor of TASO Soroti Sustainability.

a. Dependent Variable: Organisational sustainability

A multiple regression was run to predict organisational sustainability from Norms and practices, Leadership and power dynamics. These variables statistically predicted organisational sustainability, $F(3, 24) = 4.89$, $p < .005$, $R^2 = .379$. All the three variables added statistically significantly to the prediction $p < .05$.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

In this chapter the researcher presents a discussion and summary of findings, conclusions and recommendations based on the study objectives and suggestions for further study.

5.1 Summary of the Study Findings

The study investigated the effect of culture on the sustainability of TASO Soroti. The questionnaire, interview and focus group guides were used and thoroughly followed by the researcher. This increased the response rate and gave a wider and deeper analysis of the different aspects regarding the study. Data was analyzed, presented in tables and interpreted as seen in chapter four.

5.1.1 Effect of Organizational Norms on Sustainability of TASO Soroti

Based on the study findings majority of the respondents were in agreement, with only few that disagreed with the statement that TASO Soroti had well defined norms. Findings on whether The AIDS Support Organization Soroti staffs understand the organisational norms show that most of the respondents were in agreement, with only a few that was in disagreement. Findings on the statement that The AIDS Support Organization Soroti staff respected and followed organisational norms reveal that majority were in agreement with the statement, with a few that were in disagreement.

About the statement that the respect of organisational norms has contributed to the achievement of organisational objectives of TASO Soroti show that majority were in agreement, while few disagreed with the statement. Similarly findings on

the statement, „the respect of organisational norms had led to good work habits by the staff of The AIDS Support Organization Soroti“ indicate that majority were in agreement, with few that disagreed with the statement.

Responses on the statement, “Following the AIDS Support Organization norms and objectives has enhanced good staff relationships” indicate that majority were in agreement and the minority disagreed with the statement. Similarly, majority of the respondents were in agreement with the statement, „The Lay health workers respect the TASO Soroti norms”.

5.1.2 Effect of Organizational Leadership on Sustainability

Results on the statement, “The leaders of The AIDS Support Organization Soroti are visionary” showed that majority were in disagreement, with few that disagreed. This is premised on notion that a leadership and style used to meet organisational goals has a significant effect on performance, that ensures sustainability (Rowe et al,2005). Also findings on the statement, “Supervisors consult with staff before making decisions” show that majority were in agreement, while a reasonable percentage was in disagreement with one another. This clearly showed that decisions made align with most staff but not all. On the statement, “Supervisors and subordinates share a common mission and objectives”, findings were that, majority were in agreement with few that responded otherwise. Findings on whether subordinates were involved in determination of working practices show that majority were in disagreement, while a few were in agreement with the statement.

Relatedly, findings also indicated that majority of the respondents were in disagreement with the statement that “Subordinates participate in decision making”.

Study findings also reveal that majority were in agreement with the statement that the leadership enhanced high morale among staff.

5.1.3 Effect of Organizational Power Dynamics on Sustainability

Study findings on the statement as to whether there was a good working between departmental heads of the organisation show that majority were in agreement, with only few that were in disagreement with the statement. Findings on the statement that there were clear roles and responsibilities of each staff indicate that majority of the respondents were in agreement and a few disagreed with the statement. Majority of the respondents were in agreement, with only very few that was in disagreement. Majority were in agreement, with a small number that were in disagreement with the statement that leadership hierarchy was respected at The AIDS Support Organization Soroti. Responses on whether The AIDS Support Organization Soroti leaders of this organisation are dependable revealed that majority were in agreement, with a few that were in disagreement. Also according to the findings, majority of the respondents were in agreement, while few were in disagreement with the statement that each staff in the organisation was valued and respected.

5.1.5 Relationship between TASO Soroti Organisational Culture and Sustainability

Study results reveal that, majority were in disagreement, while a few were in agreement with the view that TASO Soroti has been able to achieve its goals and objectives. Also majority of the respondents were in disagreement, and few in

with the statement that TASO Soroti had enough funds to enable it run its activities after the ceasing of donor funding. Study findings show that majority of the respondents were in disagreement, with a minority agreeing with the statement that TASO Soroti had put in place systems and mechanisms that can enable it continue offering services to its Lay health workers after donor funding. Similarly, results show that majority were in agreement, with the minority disagreeing with the statement that the organisational culture of The AIDS Support Organization Soroti had contributed to its continued service delivery.

5.2 Conclusions

Based on the above findings, the researcher concludes that;

Effect of Organisational Norms on Sustainability

Findings indicate that The AIDS Support Organization Soroti norms have had a positive moderate effect on the attainment of organisational sustainability (mean of 3.78). The regression on norms shows a 0.212 effect on organisational sustainability showing a 21.2% of variations in organisational norms meaning that 78.8% was as a result of other factors. Well defined norms can serve as a basis for better understanding TASO culture. Also it can be said that the staffs" embracing of TASO Norms has helped them develop good work habits, hence sustaining Organizational activities. It has had a positive impact on staff relationships as there were no major conflicts reported to the board. Relatedly TASO Norms have greatly influenced staff conduct towards fellow staff and Lay health workers, and also enhanced client relationships.

Effect of Organizational Leadership on Sustainability

The regression value of 0.185 signifies that organisational leadership affects organisational sustainability by 18.5% meaning that 81.5% is as a result of other factors other than organisational leadership. AIDS Support Organization Soroti leadership has instilled high morale to staff and have put in place strong systems and mechanisms that promote organisational sustainability as much as it has a big challenge of sustaining the funding of its activities. It also implies that organisational leadership has a moderate effect on sustainability of TASO Soroti (mean of 2.79). However, the leadership of The AIDS Support Organization Soroti show a negative effect on its sustainability by 0.2% as they were reported not being visionary and not doing their best in ensuring organisational sustainability, this was happening even though supervisors shared a common mission and objectives with their juniors and as much as they work or perform , with less subordinate involvement in decision making.

Effect of organisational power dynamics on sustainability

According to the findings, The AIDS Support Organization Soroti no longer offers some services of what it used to offer resources it has. This is highlighted by the regression value 0.147 which signifies 14.7% variations in organisational sustainability, it means that 85.6% of variations is as a result of other factors other than organisational power dynamics. As much as The AIDS Support Organization Soroti has a rich organisational culture that has greatly contributed to its sustainability, other forces like the Global HIV/AIDS service delivery and funding trends need to be investigated in order to better understand the reasons for the

predicament the organisation is facing.

According to the findings it can be concluded that organisational power dynamics have also had a negative effect on TASO sustainability by -1.7% as much as departmental team leaders worked as a team and influenced streamlined working system, and influencing good working relationship and respect for their leaders.

5.3 Recommendations

Based on the study findings the researcher recommends that;

1. The AIDS Support Organization Soroti leadership to meaningfully involve all stakeholders in planning, resource mobilization, implementation and evaluation of its programmes. This will strengthen its policy implementation efforts.
2. Government to review its HIV/AIDS service delivery policies to favor quality service providing organisations like TASO and sieve out opportunists who get in control of funds but incapable of offering quality service.
3. The AIDS Support Organization Soroti to embrace visionary staff and board members who can ably plan and maintain its activities even with reduced donor support.
4. The AIDS Support Organization Soroti should establish initiatives that can promote locally generated financial resources to meet its service delivery needs. This will reduce donor funding withdrawal shocks.
5. The AIDS Support Organisation to alter its goal to provision of technical support to government and organisations involved in HIV/AIDS service delivery so that organisations that are on ground can offer quality HIV/AIDS service delivery.

5.4 Areas for Further Research

1. HIV/AIDS service delivery paradigm shift and sustainability of HIV/AIDS service organisations
2. Influence of changing donor demands on the sustainability of HIV/AIDS service delivery
3. Influence of donor funding on the sustainability of HIV/AIDS service organisations

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APPENDICES

Appendix I: QUESTIONNAIRE FOR TASO STAFF

Dear Respondent,

I am Arago Doreen, a Masters student at Uganda Christian University undertaking research on the topic “contribution of organisational culture on sustainability of TASO Soroti, Information sought in this study is required only for academic purposes. Participation is entirely out of your free will and necessary for the success of this study. You are requested to honestly complete this questionnaire. The information you provide will be treated with maximum confidentiality and used for only study purposes.

Please tick in the appropriate box and also fill in the blank spaces provided for in the questionnaire where explanations are required. You are requested to complete this questionnaire as honestly and objectively as possible.

Part A: Demographic

Information

1. What is your Gender? Male Female
2. What is your age range?
18-30 years 31-40 years 41-50 years
51 years and above
3. What is your highest academic qualification?
O^o Level A^o Level Certificate Diploma

Bachelor's Degree Others(Specify)

4. What is your designation at the organization?.....

5. For how long have you been in the organization?

Less than 3 years 4-6years

6-9 years 9 and above years

Part B: Effect of organizational norms on sustainability of TASO Soroti

Please tick the option that best suits your opinion on the statement given

(Strongly Disagree-1; Disagree-2; Neutral -3; Agree -4 Strongly Agree-5)

		1	2	3	4	5
1	TASO Soroti has well defined norms and practices					
	The TASO Soroti staff understand the organisational norms					
2	The TASO Soroti staff respect and follow organisational norms					
3	The respect of organisational norms has contributed to the					
4	The respect of organisational norms has led to good work					
5	Following TASO Soroti norms and objectives has enhanced					
6	The respect of organisational norms has led to good staff					
7	The Lay health workers respect the TASO Soroti norms					

Part C: Effect of organizational leadership on sustainability of TASO Soroti

Please tick the option that best suits your opinion on the statement given

(Strongly Disagree-1; Disagree-2; Neutral -3; Agree -4 Strongly Agree-5)

		1	2	3	4	5
1	The leaders of TASO Soroti are visionary					
2	Supervisors consult with staff before making decisions					
3	Supervisors and subordinates share a common mission and					
4	Subordinates are involved in the determination of working					
5	Subordinates participate in decision making					
6	The leadership enhance high morale among staff					
7	Organisational performance is timely monitored and					
8	TASO Soroti leadership have put in place strategies that					

Part D: Effect of Organizational power dynamics on sustainability of TASO Soroti

Please tick the option that best suits your opinion on the statement given

(Strongly Disagree-1; Disagree-2; Neutral -3; Agree -4 Strongly Agree-5)

		1	2	3	4	5
1	There is a good working relationship between departmental					
2	There clear roles and responsibilities of each staff					
3	Staff relate well with others					
4	Leadership hierarchy is respected in this organisation					
5	The leaders of this organisation are dependable					
6	Each staff in this organisation is valued and respected					

Part E: TASO Soroti Organisational sustainability

Please tick the option that best suits your opinion on the statement given

(Strongly Disagree-1; Disagree-2; Neutral -3; Agree -4 Strongly Agree-5)

		1	2	3	4	5
1	TASO Soroti has been able to achieve its goals and objectives					
2	TASO Soroti has put in place systems that promote good					
3	TASO Soroti has enough funds to enable it run its activities					
4	TASO Soroti has put in place systems and mechanisms that					
5	The organisational culture of TASO Soroti has contributed to					
6	TASO Soroti has well laid programs that will ensure continued					

APPENDIX II: INTERVIEW GUIDE FOR BOARD MEMBERS

Part A: Effect of organizational norms on sustainability of TASO Soroti

1. What are the norms of this organisation?
2. Does the staff of this organisation respect and practice the above mentioned norms?
 - b. If Yes how do you think this can affect the sustainability of this organisation
 - c. If No how do you think this can affect the sustainability of this organisation
3. What measures can be taken to ensure that the norms of your organisation lead to its sustainability?

Part C: Effect of organizational leadership on sustainability of TASO Soroti

4. What are the major leadership issues of your organisation?
5. Does the leadership of this organisation promote the mission and objectives of this organisation? (Explain).

How is the leadership of this organisation contributing to its sustainability ?

6. What measures can be taken to ensure that the leadership of this organisation promotes its sustainability?

Part D: Effect of Organizational power dynamics on sustainability of TASO Soroti.

6. Describe the relationship between management team members of this organisation
7. Describe the working relationship between staff of this organisation
8. How are roles and responsibilities shared in this organisation?
9. What are your comments on the respect of leadership hierarchy in this organisation?
10. What is the contribution of power sharing and relationships on the sustainability of TASO Soroti?
11. What is your comment on the dependability and integrity of management team members of this organisation?

Part E: Organisational sustainability

12. How has TASO Soroti's resource mobilization and management affected its sustainability

13. How has TASO Soroti's institutional establishment and management affected its sustainability

14. How has the management of YASO Soroti programs affected its sustainability?

15. What are the challenges being faced by this organisation in its efforts towards sustainability?

16. What strategies can your organization use to ensure its sustainability?

Appendix iv: Consent Form

I agree to participate in a study being conducted by Arago Doreen a student of Uganda Christian University. I have decided to participate in this study basing on the information I have read and other clarifications made by the researcher. For instance I have been assured about the safeguards on the issues of confidentiality and anonymity during and after the study.

I understand that I may withdraw this consent at any time by telling the researcher without any negative consequence on me.

I also understand that this study has been reviewed and approved by the Research Ethics

Review Board at Uganda Christian University, and that I may contact this office if I have any concerns or comments resulting from my involvement in the study.

Participant's Name _____

Participant's Signature _____

Date _____

Name of Researcher: Arago Doreen

Sign _____

Date _____

Appendix v: Daryle W. Morgans' Table for Determining Sample Size from a Given Population

Table 3.1

Table for Determining Sample Size of a Known Population

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

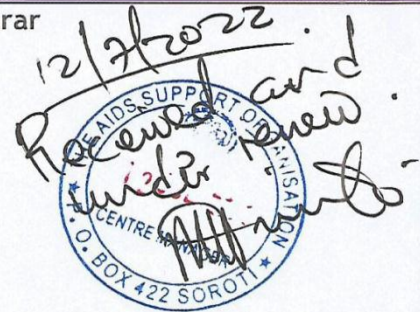
Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*



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UNIVERSITY, MBALE UNIVERSITY COLLEGE.**
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Office of the Academic Registrar

To PROJECT MANAGER (REGIONAL)
TASO - SOROTI BRANCH.



Dear Sir/Madam,

Re: Academic Research

Christian greetings!

We are honored to introduce to you Mr. Mrs./Miss. ARAGO DOREEN
Of Registration Number; S18/MUC/MPAM/DD 1 pursuing a
Masters' Degree/Postgraduate Diploma / Bachelor's Degree
PUBLIC ADMINISTRATION AND MANAGEMENT

He/ she is required to carry out an academic research on the topic
CONTRIBUTION OF ORGANISATIONAL CULTURE ON SUSTAINABILITY
OF THE AIDS SUPPORT ORGANISATION (TASO) SOROTI BRANCH.

and thereafter produce a well bound hard cover research report (MAROON) in color for
undergraduate and three (BLACK) copies for Postgraduate students as a University
requirement for the award of a degree/diploma in the academic discipline that he /
she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly.
Thank you.

Yours faithfully,



Dr. Ovia Kyatuna
MWISAKA

Academic Registrar



UGANDA CHRISTIAN UNIVERSITY

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UGANDA CHRISTIAN UNIVERSITY

SCHOOL OF RESEARCH & POSTGRADUATE STUDIES

DISSERTATION CORRECTION COMPLIANCE REPORT BY THE CANDIDATE (POST VIVA FORM)

Date: 25th - August - 2024,

Name of Candidate: Arago Doreen Reg. No: S18/MUC/MPAM/001

Title of Dissertation: Contribution of organizational Culture on sustainability of the AIDS support organization, Soroti Branch

SN	COMMENTS BY INTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	Topic. There is a grammatical error in the topic	The topic has been reviewed and grammatical error removed	Title page
2	Abstract. The problem that informed the study is missing.	The problem underpinning the study has been included in the abstract	Page ix

3	<p>CHAPTER ONE</p> <p>Background to the Study</p> <p>a. The background to the study has significant gaps. The student paid very minimal attention to the problem which in actual sense lies in the DV (Sustainability of TASO). Moreover, the student seems not to have a clear conceptualisation of the dependent variable (sustainability). Much time is taken talking about “NGO” which should be of less or no concern. Indicators of organisational sustainability (DV) and dimensions of Organisational culture (IV) should be well discussed</p> <p>b. There is a lot written in the background but no supporting evidence (sources) to the extent that some pages do not have a single author.</p> <p>c. Theoretical background- the student makes reference to chapter 2. The student may be advised to use the funnel method.</p> <p>d. The candidate should convince readers by portraying that there is link between organisational culture and sustainability by pointing out evidence from previous studies. This should have come up under conceptual framework.</p>	<p>The background to the study has been reviewed and the problem under study has been brought out clearly and indicators of organisational culture have been highlighted accordingly</p> <p>Supporting evidence for the written work has been provided</p> <p>Theoretical background has been reviewed in chapter one and funnel method adopted accordingly.</p> <p>Adjustments with supporting references have been done to portray a clear relationship between organisational culture and sustainability</p>	Page 1 to 12
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4	<p>Problem statement</p> <ul style="list-style-type: none"> -The problem that informed the study was not clearly pointed out by the researcher. Ideally, this should be in the first 2 sentences. There is insufficient evidence to prove that TASO Soroti lacks sustainability strategies The gap to be filled by the study was not pointed out 	<p>The problem that informed the study has been made to be clearly visible in the first sentences of the problem statement</p> <p>The gap to be filled by the study has been stated accordingly</p>	Page 13,14
5	<p>Objectives and Research Questions</p> <ul style="list-style-type: none"> Objective one is 2-barrowed. Norms and practices are 2 distinctive aspects. Norms could be combined with values or beliefs but not practises. The grammar error in the topic transcends through observes and research questions Use of “what” questions suggests that the study is qualitative yet the topic itself plus the study purpose suggest that the study is largely qualitative. 	<p>Study norms have been made as a standalone objective.</p> <p>The grammatical error that started from the objectives has been rectified in the entire document</p> <p>The study has been skewed towards a majorly qualitative approach</p>	Page 13, 14
6	<p>Study scope</p> <p>The “use of issues” under the geographical and time scope makes the statement ambiguous. The candidate should be specific and point out specific reasons with sources of evidence to justify the scope.</p>	<p>The scope of the study has been made to be clearer, with relevant sources provided</p>	Page 14 and 15

7	<p>Conceptual framework</p> <ul style="list-style-type: none"> To facilitate greater understanding of the study variables, let the student break down variables under both IV and DV. 	Variables in the conceptual frame work have been unpacked accordingly for better understanding	Page 17
8	<p>Definition of Key terms-This is missing.</p>	Definition of terms has been provided	Page 18
	<p>LITERATURE REVIEW –CHAPTER TWO</p> <ul style="list-style-type: none"> The entire chapter needs re-organisation. The student presented information without focus and it lacks coherence, completeness and reference to previous scholarly work. Some pages have one or no citation. No discussion to point out gaps to be filled by the study 	<p>The literature review has been edited accordingly, while ensuring coherence, completeness, with appropriate citation, and literature gaps provided</p> <p>Some discussion has been made to it</p>	<p>Page 20 to 34</p> <p>Page 34, 35</p>
	<p>METHODOLOGY (CHAPTER THREE)</p> <p>Research design-(3.1). Let the student be clear and focus on describing the research design. There is a lot of unnecessary and uncoordinated information.</p> <p>Study population and sample size (3.3 &3.4). It was not necessary to include clients to the organisation because sustainability is a corporate management issue and when it comes to organisational culture, this can easily be understood by staff and Board. Moreover, the FGD guide (Appendix II) contains technical questions that are beyond the ability of clients (common man) to fathom.</p>	<p>The research design has been reviewed and made clearer</p> <p>The clients have been substituted with lay workers who include lower cadres in the organisation and the research instruments have been adjusted accordingly.</p>	<p>Page 37</p> <p>Page 38</p>

<p>Sources of Information (3.6)-The candidate mentions that the sources of information include secondary sources and goes ahead to mention among others textbooks and journals. Apart from being unrealistic, no documentary review checklist was presented, neither is there evidence in chapter 4 that secondary data was collected.</p> <p>Data collection methods and Instruments</p> <ul style="list-style-type: none"> • In 3.6, the student mentions “primary and secondary data collection approaches” What is she referring to? • The student should also be in position to differentiate between data collection methods and data collection instruments in 3.8 & 3.9. Apparently, there is evidence of confusion about the two concepts. • Category of population targeted for each method should also be specified. • In 3.8 FGD was not mentioned among the data collection method but there is mention of FGD guide among the instruments. The student should therefore be consistent • Validity and Reliability (3.10) • The student mentions that she computed CVI and Cronbach correlation but there is no evidence in terms of results to prove that either was computed. 	<p>Secondary data has been brought out clearly, evidence of secondary data has been highlighted in chapter four. many adjustments have been made to address the concern.</p> <p>Primary and secondary data have been clearly explained as instruments.</p> <p>Data collection methods and instruments have been well differentiated</p> <p>Population categories have been specified accordingly</p> <p>Adjustments have been made to the work to ensure there is consistency in methods and instruments used in the study.</p> <p>Results and evidence of Cronbach alpha computation have been provided</p>	<p>Page 39</p> <p>Page 40</p> <p>Page 40</p> <p>Page 40,41</p> <p>Page 42,43</p>
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	<p>Data Analysis 3.11</p> <p>Quantitative data analysis- Reference is made to the use of Pearson Product Moment Correlation coefficient but the nature of the topic and objectives did not require running regressions. For instance, how would the values be tested?</p>	<p>Regression statics were maintained as the study eliminated aspects like values that could not be quantitatively measured.</p>	<p>Page 44 to 45</p>
	<p>Qualitative Data Analysis (3.11.2) . The student does not reflect any knowledge on the steps in qualitative data analysis. This explains why there is no evidence that the qualitative data presented in chapter 4 was analysed.</p>	<p>The knowledge on qualitative data analysis has been well displayed</p>	<p>Page 45</p>
	<p>Ethical considerations-The student presents the theoretical aspect of research ethics but does not show how she practically adhered to any of them.</p>	<p>Ethical considerations have been brought out with a practical perspective.</p>	<p>Page 45</p>
	<p>Methodological constraints – (i & iii) are not methodological constraints. The student did also not show how she dealt with the limitations.</p>	<p>Evidence has been shown to portray how methodological constraints were addressed</p>	<p>Page 46</p>
	<p>CHAPTER FOUR</p> <p>According to Table 4.1, the total number of respondents that provided information for the questionnaire were 28. This number is too small for a quantitative study and for regression analysis.</p>	<p>The number of respondents involved in quantitative data analysis was increased to 62, hence suitable for a quantitative and regression data analysis.</p>	<p>Page 47</p>
	<p>Bio/data . There is a lot of information on bio data but it lacks interpretation and analysis to link it to the study variables. Therefore, as it stands, it does not add any value to the study findings.</p> <p>The student lacks rigour in analysing and interpreting</p>	<p>Respondents' bio data has been meaningfully interpreted in relation to the study.</p>	<p>Page 47</p>

	<p>the findings:</p> <ul style="list-style-type: none"> a. There is no evidence that qualitative data was analysed b. The student did not take advantage of qualitative data to add meaning to the statistical findings. c. The candidate should explain for example how the statistics in the last paragraph on page 73 were derived at to support the statement in quotation marks. d. The voices of the clients are missing in the findings. Did the student collect the said data? e. If at all regressions were necessary, they should have been well-interpreted to determine the relationship. Interpretation was not done in all the objectives. 	<p>Evidence of qualitative data has been clearly shown</p> <p>Qualitative data has been meaningfully used in statistical findings</p> <p>Explanation provided accordingly</p> <p>It is the lay workers' voices that have vividly come out since the views of the clients were deemed not feasible</p> <p>Regressions have been well interpreted</p>	<p>Page 51 to 75</p>
	<p>CHAPTER FIVE</p> <p>This was supposed to be discussion of findings but I would imagine it was missed. The student never discussed the findings in light of previous findings of other scholars. If at all, the student wanted to present</p>	<p>Discussions have been revisited in view of other studies</p>	<p>Page 76 to 80</p>

	<p>and discuss findings, this was not done in Chapter four</p> <p>What the student presented as summary of findings is merely a repetition of statistic findings in chapter 4</p> <p>Conclusion lack focus. Even when the student had reflected that she wanted to determine relationships in the previous chapter, this was not catered for in the conclusions.</p>	<p>This has been rectified</p> <p>Conclusions have been adjusted according to depict focus on the study topic and objectives</p>	
	<p>REFERENCES</p> <p>There is a mismatch between the authors cited in the body of the dissertation and the reference list. For instance Henderson, Chase and Woodson (2002); Beaman and Balcuic (2008) on page 19; Needle (2004)pp 5 and Linnenlueke <i>et al</i> (2002) are missing in the reference list. The citations And references should follow APA v6 but this has not been the case.</p> <p>TABLES</p> <p>They should be neatly presented but should also follow APA format (eg see Table 3.1 & Table 4.6)</p>	<p>References have been revisited and correct citations have been made</p> <p>Tables have been presented according to APA format</p>	<p>Page 81 to 88</p>

SN	COMMENTS BY EXTERNAL EXAMINER	ACTION TAKEN	INDICATOR
1	<p><u>Background</u></p> <p>Candidate should explain a little more on how TASO works with other organizations that offer services previously directly offered by TASO itself. Does TASO give those other organisations financial assistance? Are they subcontracting?</p>	A little more discussion has been given on how TASO works with other organisations	Page 1,10 and 11
2	<p><u>Problem statement</u></p> <p>Candidate should critique organisational culture rather than focusing on programmatic weaknesses of TASO</p>	This has been accordingly adjusted	Page 34
3	I noticed a disconnect between the topic and the objectives	The topic and the objectives have been well harmonized	Page 14
4	Does it make sense to subject <u>purposively</u> selected respondents to statistical quantification?	This was done to give the research a quantitative perspective in findings.	
5	<u>Methodological constraints (3.13)</u> The candidate should take note that once you pronounce any constraints, you must also show how you overcame them. She needed to highlight that after the constraints		

6	<p>1. <u>Chapter 4: Data Analysis presentation and interpretation of findings</u></p> <p>The candidate, at various places, continues to mention <u>Objective 1</u>, <u>objective 2</u> etc.</p> <ul style="list-style-type: none"> • This should be discouraged. The reader, from the onset will be able to follow the presentation of the findings without the candidate laboring to restate the objectives. • The candidate should endeavor to limit her tables from over-flowing from one page to another 	<p>This has been rectified.</p> <p>The tables are no longer overflowing from one page to another.</p>	Page 80 to 86
7	<p>Recommendations</p> <p>Candidate should go back to the main issues of norms, organisational leadership and organisational dynamics</p>	<p>There has been a greater focus on the study objectives</p>	Page 85

SN	COMMENTS BY VIVA VOCE PANNEL	ACTION TAKEN	INDICATOR
1	The word "contribution" is not specific, the student should use "Effect"	The word contribution has been changed to effect starting from the objectives of the study	Page 14
2	The student needs to be clear on how she ensured reliability	A clear description has been provided on how reliability was ensured	Page 43 corrected
3	The student should not put right the legend for descriptive statistics	The legend for descriptive statistics has been corrected.	Page 51, 56 and 64
4	The student should explain how she analyzed qualitative data	A clear explanation has been given on how qualitative data was analyzed.	Page 44
5	The student should revisit the titles for descriptive statistics	The titles for descriptive statistics have been revisited	Page 51, 56, 64 and 70
6	The student should include the matrix of the three objectives	The matrix for multiple regression has been provided on the three objectives	Page 75
7	The conclusions are not strong. The student should include the evidence of the conclusions	Evidence of the conclusions has been included	Page 79 and 80
8	There is need for the student to revisit the regression analysis after re-organizing the items in the descriptive statistics table.	Regression analysis provided	Page 75

Arigo Doreen

Candidate's Name

[Signature]

Signature

[Signature]
Dr. Anwar Ayeshah Mulyaningsih

Supervisor's Name

Signature

