



Strategic Management And Organizational Performance: A Case Of Lyamujungu Sacco, Kabale District, Uganda

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ABSTRACT

The study was set to establish the effect of strategic management on organizational performance a case of Lyamujungu SACCO. The study employed a correctional sectional research design. It involved quantitative and qualitative methods which enabled the study to evaluate the relationship between the study variables. A sample of 105 respondents were selected using simple random sampling and purposive sampling techniques. The quantitative and qualitative data from the respondents was analyzed using SPSS Version 21.0 and thematic analysis respectively. Quantitative results in form of descriptive statistics, correlations and regressions were presented in tables based on the study objectives. The study found out that strategy management, has a positive significant relationship with organizational performance of SACCOs ($r = .962, P \leq .01$). With these findings, the study makes a contribution of providing empirical evidence that has been widely absent to channel the presently zealous discussion surrounding issues of strategic management and organizational performance in Lyamujungu SACCO. The study recommends that, for effective strategic management at Lyamujungu SACCO management should work hand with Board members and all other stakeholders implement the resolutions of the Annual general meeting as well the Board meeting.

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INTRODUCTION

The strategic management techniques are essential to identifying good organizational management and guarantee a successful component of a company (Agaba & Turyasingura 2022). From the standpoint of strategic management, the cooperative sector is one of the industries that is studied the least (Ahmed, & Rugami, 2019). Strategic management can be thought of as a collection of decisions and actions that have an impact on how well an institution performs in order to meet corporate objectives (Aila, et al, 2021). Therefore, the establishment of administrative actions that mark in planned absorbed, the preparation of strategies, the implementation, and monitoring of the presentation in a commercial initiative for purposes of performance are all included in strategic organization operations (Chungyas, & Trinidad,2022). One of the best alternatives to a commercial organization that may be used to support economic and social stability is cooperation. Cooperation is a way of living that aims to address the myriad socioeconomic issues that face people (Chungyas, & Trinidad,2022). Individuals in the society arrange together to pool financial or material resources with the common goal of producing money and dividing it among themselves in simple forms of cooperation. Farmers or other stakeholders who invested money and time



to buy or construct facilities for the group's shared use are examples of other forms of cooperation. However, the rate at which SACCO is failing to grow raises concerns about their performance. The cooperative's members invested a lot of time and effort in its founding, yet they don't commemorate this milestone. This can be related to obstacles in these cooperatives' global strategic management (Mwilu, & Njuguna, 2020). Therefore, the purpose of the study was to examine the effect of strategic management on organizational performance a case of Lyamujunga SACCO.

LITERATURE REVIEW

In this study, the discussion of the elements of strategic management practices and cooperative performance was based on the Resource Based Theory (RBT) which was proposed by Edith Penrose in 1959. According to Penrose's RBT, organizations that possess the most effective managerial resources will experience the greatest levels of organizational growth and profitability. According to the resource-based perspective, how an organization uses its resources affects both its internal and external growth. Resources, in accordance with Esokomi, & Otuya, (2020), allow organizations to increase performance over the long and short terms. In this situation, scarce and precious resources will have a competitive edge and aid in enhancing an organization's success.

The International Cooperative Alliance (ICA), a vibrant, diverse cooperation sector, is a major factor in the growth of these economies in many countries which have achieved economic development (Oleng, 2021). In order for SACCOs to achieve this global economic development, its strategic management techniques should be clear, and the board of directors should place special emphasis on it. SACCOs play an important role in providing financial services to the poor, and they are recognized as critical avenues for economic growth worldwide (Ntita, & Kinyua, 2020). They offer finance and savings services for people, businesses, and team members to facilitate chances for growth. SACCO actively acts as a financial intermediary, especially between urban, semi-urban, and rural areas, as well as between net savers and net borrowers, and it supports the maintenance of credit capital in the communities where savings are mobilized (Kinyuira, 2020).

The effectiveness of a company is determined in large part by its strategic management practices. Strategic management practices are viewed as a persistent problem and a source of academic discussion across a range of countries and industries (Guyo, 2020). As a result, according to Agaba & Turyasingura (2022), strategy is the identification of an organization's long-term goals and objectives, the selection of appropriate action, and the distribution of resources for the fulfillment of those goals. Accordingly, it has been demonstrated in prior study by Hamisi, & Gichinga, (2020) that the three strategic management phases of strategy creation, strategy implementation, and evaluation and control are crucial to the success of cooperatives. Ingow, & Opuodho, (2019) contend that organizational strategy must specify the organization's future goals while taking into account available options, resources, and other alternatives. In this situation, companies must first recognize and comprehend the internal resources, talents, strengths, and weaknesses that they possess in order to develop strategies (Tukamuhebwa, et al 2022). However, prior research has also shown that the strategy-formulation process in cooperatives is no different from that of other types of organizations in that it is formalized and involves all cooperative stakeholders (Turyasingura & Agaba 2022). In cooperatives, the development of strategies has also been observed to benefit from the use of management techniques, particularly the SWOT analysis. A good board is crucial to strategic management activity since they are the ones who have to decide about strategies and dynamic top management is needed to implement strategic management practices (Kiruthu, et al 2019). Cooperatives and investor-owned firms (IOFs) alike are facing increased competition, which places increasing demand on strategic management aside from high performing governance. A global transnational organization may use a more structured strategic management model due to its size, scope of operations, and the need to take into account stakeholder views and requirements (Kiswili, 2021). Strategic management can vary depending on the size of an organization and the propensity of its business environment to change. Regardless of a project's objectives, scope, industry, or setting, the management of people, processes, and decisions strategically is essential to its success (Turyasingura, & Moses, 2023).

To fulfill the project's potential and achieve its objectives, effective management is required. Management must address strategic management difficulties in the best way feasible in order to increase the likelihood of obtaining targeted goals (Manyara, et al 2020). The development of a systematic framework, employee participation, and integrity are crucial for a firm to be successful in its efforts, according to Matiku, & Magali, (2021) who also found a correlation between sustainable strategic management practices and market effectiveness. Mbogo, et al (2020) contends that in order for new businesses and well-established corporations to maintain a competitive edge both now and in the future, they both need to implement strategic management methods. They must acquire the skills to combine strategic management with entrepreneurship, and they must use strategic entrepreneurship every day.

METHOD

Research Design

This study's cross-sectional survey research approach included quantitative and qualitative methods. While a quantitative approach aids in describing the present situation and looking into cause-and-effect relationships between the study variables, a qualitative approach aids in understanding and exploring the depth, richness, and complexity inherent in the phenomenon under investigation Turyasingura & Agaba (2022). While the quantitative method attempted to quantify and establish the relationships, the qualitative technique allowed the researcher to obtain in-depth explanations on the impact of strategic management on the performance of Lyamujungu SACCOs in Kabale District

Sample size and procedure

Moses, *et al*, (2023), a sample is a small group of the universe taken as the representative of the whole population. The study sampled 105 respondents by Krejcie and Morgan (1970) sampling estimations in a table 1.

Table 1: Showing Population, Sample and Sampling techniques

Category	Population	Sample size	Sampling techniques
Top level management	10	10	Purposive sampling
Middle level management	40	36	Simple random sampling
Lower-level management	70	59	Simple random sampling
Total	120	105	

Source: (Bank of Africa, Human resource Audit report 2018)

Quality Control (Validity and Reliability)

Validity

Validity refers to how well data analysis results match the phenomenon under investigation. The study methods were developed by the researcher, discussed with different experts in the field of SACCOs (Strategic management) (Umar,2023). Pre-testing the research tool allows for the identification and correction of defects such as unclear or confusing questions, questions with insufficient space for replies, questions that are crowded, and questions with the wrong question numbers (Agaba & Turyasingura, 2022). The researcher sought counsel from the two supervisors at Kabale University, asked four judges to score the items for each instrument, and then added the proportion of valid items from each judge divided by the total number of items to generate the content validity index (CVI).

Thus,
$$CVI = \frac{\text{Number of items rated relevant by expert}}{\text{Total number of items in the instrument}}$$

Summary of the reliability statistics

Judge 1.
$$= 40/45=0.888$$

Judge 2. =42/45= 0.933

Judge 3. = 43/45= 0.955

Judge 4. = 39/45=0.866

Therefore $0.888+0.933+0.955+0.866=3.642/4=0.911$

These results implied that research instruments were valid to be used for the data collection on the strategic management on organizational performance in Uganda in the case of Lyamugungu SACCO. Mbugua, & Kinyua,2020) said that, for instruments to be accepted as valid, the average content validity index (CVI) no. of items declared valid divided by the total No. of items = at least

0.7. Since the CVI value is above 90%, then the instruments were valid, (Amin, 2005).

Reliability

Reliability evaluations look at how consistently the measuring tools give results when the same populations of people are repeatedly measured under the same circumstances Messabia, et al (2022). A pilot study with respondents who were purposefully and simply chosen at random from the target area is also used to test the validity of the research tools. The respondents were asked to review the questionnaire for the following qualities: question design, language, clarity, and thoroughness. Cronbach's Alpha coefficient was used to further prove the instruments' dependability. Moses et al (2023). The results are 0.76 on a Statistic Package for Social Scientists (SPSS) scale, which shows that the tools are more accurate and useful.

Reliability statistics

Variable	Cronbach's alpha	Number of items
Strategy design	0.879	22
Strategy implementation	0.971	21
Strategy control	0.958	22
Performance of SACCO	0.932	22
. Total	3.74	
Average	$3.74/4=0.935$	

Source: Field Data 2022

Therefore, if individual items are significantly connected to one another, it is implied that there is a high level of confidence in the dependability of the overall scale. The following standards are provided by Cronbach's alpha (5): "> 0.9 - Excellent, > 0.8 - Good, > 0.7 - Acceptable, > 0.6 - Questionable, > 0.5 - Poor, and _ 0.5 - Unacceptable."

Data Management and Analysis

Data Management and processing

Descriptive, bivariate, and multivariate stages of data analysis were completed. The descriptive analysis resulted in the production of frequency distributions, tables, and other data. The Pearson rank correlation was utilized in a bivariate study to compute the relationships between the dependent variable and the independent variables as well as the relationships between categorical variables. Cross tabulations were once more used to show how the variables related to one another.

Multivariate analysis

Only independent variables that at the bivariate stage shown a significant relationship with the dependent variable were introduced into the linear regression model at this phase after the model had been built. To put it another way, at the multivariate level, only variables that were significant in the bivariate stage were regressed. The multivariate model is displayed in the following equation; $SP = \beta_0 + \beta_1SD + \beta_2SI + \beta_3SC + \varepsilon$

Where,

$$SP = \beta_0 + \beta_1SD + \beta_2SI + \beta_3SC + e$$

Where

SP= SACCO performance

SD =Strategic Design

SI = Strategy Implementation

SC =Strategy Control

ε =Error term

$\beta_1, \beta_2,$ and β_3 are the partial coefficients which explain how each of the independent variables

(strategy design, strategy implementation and Strategy Control) impact on the performance SACCOS. SACCO performance was anticipated to benefit from strategic management, strategy execution, and strategy control.

RESULTS

Descriptive statistics for strategic management on organizational performance Lyamujungu of SACCOS in Kabale district.

This section presents the descriptive statistics based on the views of respondents regarding cooperate governance on the performance of SACCOS in Rubanda district.

Strategic management

Key: Strongly Agree (SA) 5, (Agree (A) (4), Undecided (UD) 3, Disagree (D) 2 and strongly Disagree (SD) 1

Statements	SA		A		UD		SD		D	
	F	%	F	%	F	%	F	%		
The technical sections of our Sacco include finance, audit, and credit.	80	76.2	15	14.3	10	9.5	00	00	00	00
Board members are qualified to direct the SACCO's strategic plans.	78	74.3	00	00	27	25.7	00	00	00	00
Management is always ready for succession	80	76.2	25	23.8	00	00	00	00	00	00



The SACCO has a carefully crafted conflict of interest policy and processes for handling any conflicts.	91	86.7	00	00	14	13.3	00	00	00	00
Different board members offer different backgrounds and specialties to the SACCO's management.	80	76.2	00	00	00	00	25	23.8	00	00
The SACCO's policies and procedures are well-established and serve as a framework for its operations.	105	100	00	00	00	00	00	00	00	00
Each Sacco member is fully aware of both their own duties and those of their fellow members.	105	100	00	00	00	00	00	00	00	00

Source: Field Data 2023

When asked if the technical divisions of the SACCO include finance, audit, and credit, respondents gave their opinions in the following order: 76.2% strongly agreed with the statement, 14.3% agreed with the statement, and 9.5% were unsure at the time the data was collected. During data collection, respondents were asked if board members are qualified to oversee the SACCO's strategic initiatives. Of those, 74.3% strongly agreed with the statement, leaving 25.7% of the respondents' undecided. When asked if management is always prepared for succession, respondents responded with 76.2% and 23.8% agreement, respectively, during data collection.

86.7% of respondents strongly agreed with the statement when asked if the SACCO has a thoroughly established conflict of interest policy and methods for managing any conflicts, leaving 13.3% of respondents hesitant. When asked if different board members bring varied backgrounds and expertise to the SACCO's management, respondents indicated their agreement or disagreement with the statement with 76.2% strongly agreeing and 23.8% strongly disagreeing. During data collection, respondents were asked if The SACCO's policies and procedures are well-established and provide a foundation for its operations; 100% of the respondents agreed with the statement. Lastly respondents were asked if Each Sacco member is fully aware of both their own duties and those of their fellow members, all respondents with 100% strongly agreed with the statement during data collection. This is an indication that strategic management is an antidote to SACCOs performance

Performance of SACCOs

This section presents the descriptive statistics based on the views of respondents regarding performance of SACCO in Kabarole District.

Table 4.8: performance of SACCOs in Kabarole District.

Key: Strongly Agree (SA) 5, (Agree (A) (4), Undecided (UD) 3, Disagree (SD) 2 and strongly Disagree (D) 1

Statements	SA		A		UD		SD		D	
	F	%			F	%	F	%		
Our SACCO's profitability is rising.	87	82.9	18	17.1	00	00	00	00	00	00

The size of our SACCO's portfolio is expanding	98	93.3	7	6.7	00	00	00	00	00	00
More people are joining our SACCO on a regular basis.	86	81.9	00	00	00	00	19	18.1	00	00
The asset base of our SACCO is growing.	78	74.3	00	00	20	19	00	00	7	6.7
The dividends from our SACCO are rising.	87	82.9	00	00	00	00	00	00	18	17.1

Source: Field data 2023

When asked if Our SACCO's profitability was increasing, respondents gave 82.9% of them a strong yes response, compared to the 17.1% who gave a yes answer during data collection. Questioning of respondents 93.3% of respondents strongly agreed, compared to 6.7% of respondents who agreed throughout data collection, that the size of our SACCO's portfolio is growing. When questioned again whether more people are regularly joining our SACCO, 81.9% of respondents agreed with the statement, while 18.1% strongly disagreed. Questioning of respondents Our SACCO's asset base is expanding, according to 74.3% of respondents who strongly agreed with this statement. Only 19% of respondents were unsure, while 6.7% disagreed. Finally, when asked if our SACCO's dividends were increasing, 82.9% of respondents strongly agreed with the statement, compared to 17.1% who disagreed.

Bivariate Analysis

Correlation Analysis

This section displays the correlations between the performance of SACCOs and the predictor variable, strategic management. The correlation matrix below shows the relationship between the predictor variables and the dependent variable.

Correlations between the independent variables and the dependent variable (strategic management on performance of Lyamujungu SACCOs)

		Strategic management	Performance of Lyamujungu SACCOs
Strategic management	Pearson Correlation	1	962**
	Sig. (2-tailed)		0.000
	N	105	105
Performance of Lyamujungu SACCOs	Pearson Correlation	962**	1
	Sig. (2-tailed)	0.000	
	N	105	105

Source: Field data 2023

The results of Table 4.17 show a strong positive association between strategic management and performance ($r=0.962^{**}$; $p\text{-value}0.01$). These findings imply that strategic management has moderately enhanced the performance of Lyamujungu SACCOs in Kabale District. The aforementioned findings support argument from Muchoki's (2019) that strategic management is essential for cooperatives to operate sustainably. According to Muriithi, & Waithaka, (2020), the performance of strategic management may be judged by changes in dividend rates, incomes, and the caliber and accessibility of a company's products.

4.3.2. Multiple regression analysis

This section displays the multivariate results for the performance of Lyamujungu SACCOS using a linear regression model. Since this model made the performance of Lyamujungu SACCO into a continuous variable, it was chosen as the dependent variable.

Table 4.18: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.962 ^a	0.937	0.927	0.32395

a. Predictors: (Constant), strategic management

b. Dependent Variable: Performance of Lyamujungu SACCOs

According to table 4.18, strategic management is an independent variable that explains 93.7 percent of the variation in Lyamujungu SACCOs' performance (adjusted R-squared = 0.937). This suggests that Lyamujungu SACCOs would only see a 93.7% increase in performance if they followed strategic management. This implies that various forms of strategic management have an impact on Lyamujungu SACCO success.

4.3.2: Linear regression results estimating the effects of the independent variables on performance of Lyamujungu SACCO'S

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Strategic management	0.421	0.025	0.962	1.929	0.015

a. Dependent Variable: Performance of Lyamujungu SACCOs

Source: Field Data, 2023

Results show that the performance of Lyamujungu SACCO is considerably and favorably impacted by strategic management (coef. = 0.962, p-value = 0.015). When all other predictor elements are held constant, Lyamujungu SACCO performance is connected with a rise in strategic management.

DISCUSSION OF THE FINDINGS

According to study results, Lyamujungu SACCO's performance in the Kabale District is favorably impacted by strategic management ($r = 0.962$, $P = .01$). As stated by Agaba & Turyasingura (2022) strategic management methods are crucial for recognizing effective organizational management and ensuring that a company's component is successful. The cooperative sector is one of the industries that is researched the least from the perspective of strategic management (Ahmed, & Rugami, 2019). In order to achieve

organizational goals, strategic management can be viewed as a collection of choices and activities that affect how well an institution works (Aila et al., 2021). The effectiveness of a company is determined in large part by its strategic management practices. Strategic management practices are viewed as a persistent problem and a source of academic discussion across a range of countries and industries (Guyo,2020). As a result, according to Agaba & Turyasingura (2022), strategy is the identification of an organization's long-term goals and objectives, the selection of appropriate action, and the distribution of resources for the fulfillment of those goals. Accordingly, it has been demonstrated in prior study by Hamisi, & Gichinga,(2020) that the three strategic management phases of strategy creation, strategy implementation, and evaluation and control are crucial to the success of cooperatives. Ingow, & Opuodho, (2019) contend that organizational strategy must specify the organization's future goals while taking into account available options, resources, and other alternatives. In this situation, companies must first recognize and comprehend the internal resources, talents, strengths, and weaknesses that they possess in order to develop strategies (Tukamuhebwa, et al 2022). However, prior research has also shown that the strategy-formulation process in cooperatives is no different from that of other types of organizations in that it is formalized and involves all cooperative stakeholders (Turyasingura & Agaba 2022), In cooperatives, the development of strategies has also been observed to benefit from the use of management techniques, particularly the SWOT analysis. A good board is crucial to strategic management activity since they are the ones who have to decide about strategies and dynamic top management is needed to implement strategic management practices (Kiruthu, et al 2019). Cooperatives and investor-owned firms (IOFs) alike are facing increased competition, which places increasing demand on strategic management aside from high performing governance. A global transnational organization may use a more structured strategic management model due to its size, scope of operations, and the need to take into account stakeholder views and requirements (Kiswili,2021). Strategic management can vary depending on the size of an organization and the propensity of its business environment to change. Regardless of a project's objectives, scope, industry, or setting, the management of people, processes, and decisions strategically is essential to its success (Turyasingura, & Moses,2023).

CONCLUSION

According to the findings and analysis, there is a significant correlation between Lyamujungu SACCO's performance and strategic management in the Kabale District. This implies that strategic management effectiveness and improved SACCO performance are related. The success of Lyamujungu SACCO will also be significantly impacted by strategic management frameworks if the activities and obligations of the organization are correctly assigned to capable employees within each department. These findings demonstrate that roles and responsibilities are well defined, departments are efficiently run, board members are knowledgeable, and all participants are conscious of their rights and obligations.

The majority of respondents, according to the study, believed that strategic management significantly affected how successfully Lyamujungu SACCOs perform. The paper claims that strategic management is crucial to the growth of Lyamujungu SACCOs in Kabale.

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