



The Effect Of Strategic Implementation on Organizational Performance of Saccos In Southwestern Uganda

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ABSTRACT

The purpose of the study was to examine the effect of strategy implementation on organizational performance of SACCOS in Uganda Case of Lyamujungu SACCO in Kabale District- Southwestern Uganda. The study employed a case study research design. It involved quantitative and qualitative methods which enabled the study to evaluate the relationship between the study variables at a snap shot. A sample of 140 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 implementation, has a positive significant relationship with organizational performance ($r = .315, P \leq .01$). According to the study's conclusions, the Lyamujungu SACCO instance illustrates how strategy execution impacts organizational performance. According to the report, Lyamujungu SACCO's board of directors should implement its strategy effectively as staff members and clients carry out their job duties. The organization will be able to accomplish its goals of turning a profit thanks to this.

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INTRODUCTION

Businesses that compete in a global context must deal with a variety of new demands on their organization and workforce in the form of external and internal pressures, and are frequently simultaneously pulled in a number of divergent directions (Kiugu, & Shadrack, 2021). Shen, Guo, & Xin, (2012). According to Pearce and Robinson (2017), thriving in a global economy necessitates both a highly competitive environment and an open, empowered corporate climate. The process by which a SACCO creates, uses, and combines its organizational structure, control systems, and culture in order to implement plans that provide it a competitive advantage and improve performance. Given the importance of SACCOs to economic growth, their performance has been taken into account in theory and practice. Despite the fact that there are many SACCOs throughout East Africa and throughout all of Africa, Uganda has been the focus of interest in

connection to SACCO performance given the nation's openness to SACCO growth (Mutua, & Murigi, 2019). A strategy must be put into action in order to be implemented. According to Homburg, Wangari, & Waithaka, (2023) a good strategy implementation has a big impact on how well an organization performs and is essential to achieving operational efficiency, which leads to the realization of organizational effectiveness. The secret to any organization's survival is effective strategy implementation. Despite having a strong strategy creation process, many firms, according to Ntoiti, & Makau, (2022), are unable to maintain their competitive advantages because they lack the processes necessary to put the strategies into action. Executives should pay more attention to implementing the plan in light of the greater failure rates in strategy execution. Putting a strategy into practice is known as implementation. A good strategy implementation, according to Ntoiti, & Makau, (2022), has a substantial impact on organizational performance and is essential for achieving operational efficiency, which leads to the realization of organizational effectiveness (Iskamto, 2022, 2023; Jaenudin & Fauziana, 2022; Srimulatsih, 2022).

Organizations need effective leadership to accomplish their goals and objectives; to do this, they must adapt their leadership style through the adoption of a plan (Agaba & Turyasingura (2022) However, given that this has been identified as the main difficulty for businesses, a sizable majority of strategic initiatives fail during their execution. According to Mwita, (2019), the process an organization uses to translate plans and strategies into actions in order to achieve the predetermined goals and objectives is referred to as strategic implementation. For SACCOs seeking efficiency and effectiveness, concentrating on the effective execution of a defined strategy is crucial. Organizations must understand that having a strategy is not as crucial as being able to implement it successfully (Kinyuira, 2020). Practicability, according to Turyasingura & Agaba, (2023) Pearce et al. (2000), is what transforms a strategy plan from a piece of paper into actions that spark business growth. However, knowing the organization's strategy is crucial for successful implementation of the strategy throughout planning and implementation, linking strategy to budgeting, linking employee incentives to strategy, and continual planning and implementation of the strategy. A strong strategic plan does not guarantee that the firm will accomplish the anticipated goals, according to Mlay, et al, (2022). He goes on to suggest that managers are squandering time and resources in the planning boardrooms because ineffective implementation is taking place. Implementation is important for sound organizational practice as well as for a successful business plan. Turyasingura, & Agaba (2022) observed that strategy implementation has a significant impact on the performance of Kenyan commercial banks. During the implementation of a strategy, several variations frequently occur in organizations, with their main impacts being on the strategy's success. According to Ingow and Opuodho (2019), a defined growth strategy is essential for SACCOs to realize their growth opportunities. Corporate strategy, according to Esokomi, et al (2020) fundamentally affects a firm's direction and all of its managerial practices. The managerial bodies of the corporation play a crucial part in enhancing the organization's growth through improved cash flow procedures and the creation of a reliable resource-sharing and development structure. A company's management of its stakeholders and efficient and effective resource allocation would also be reflected in its corporate strategy (Mbogo, 2019). The effectiveness of the business's system structure, improved decision-making procedures, and improved organizational responsibility and controls serve as the foundation for the entire procedure. Corporate strategy decides who will benefit most from businesses and how to decide on their goals and priorities. The purpose of this study was to examine the effect of strategy implementation on organizational performance in Uganda a case of Lyamujungo SACCO in Kabale District.

Literature Review

SACCOs are a particular class of cooperative with the purpose of combining members' savings and then offering them loan facilities (Mutua, & Murigi, 2019). SACCOs have also gained support because they give their members clear guidelines for smart money management and efficient investing procedures, as well as because they encourage thrift among their members. While working class people and wage workers founded urban SACCOS in metropolitan centers, people in rural areas, primarily farmers, established rural SACCOS (Turyasingura, & Moses, 2023).



Growth strategies are plans for allocating limited resources to achieve particular objectives. It outlines the approach a company will take to realize its long-term objectives. Three different tactics can be used to gain a competitive edge, and doing so will ultimately guarantee the achievement of above-average industry performance. Differentiation, cost leadership, and emphasis are some of these general tactics (Ogwen, & Bula, 2023). To reach previously inaccessible areas, organizations must intentionally decide to grow and prosper. shareholders. An institution's attraction to potential investors may decline due to poor financial performance, which could lead to insolvency and eventual failure (Guyo, 2020).

According to Adulu and Njuguna (2020), an effective implementation of a strategic plan depends on the learning and development opportunities available to the staff members who serve as the actual implementation foot soldiers. The emphasis on transparency, teamwork, equity, trust, ongoing improvement, and risk-taking is required for this learning orientation. According to Wangui, (2019), stakeholders' confidence and approval should be conveyed to followers. Due to the Administration Police Service's limited funding sources from the Government and other stakeholders, it is necessary to investigate how management styles would affect the implementation of their strategic plans and the achievement of their set strategies in order to gain a competitive advantage and maintain their credibility to continue accessing donor funds.

Masya, et al, (2022) observed that middle level manager involvement has enhanced success in implementing strategy, noting that managerial involvement was essential for organizations to achieve the planned implementation. Mbogo, et al (2020) postulate that general managers must lead the way. According to Kiugu, & Shadrack, (2021), businesses with strong management engagement had a much higher rate of success with strategic implementation choices than those with low management involvement. This is due to the fact that including more individuals in the implementation process raises the level of concern, resulting in a shared understanding of the tasks at hand, encouraging teamwork, and facilitating a successful implementation process (Mbugua, & Kinyua, 2020) Problems with implementation arise from other employees' lack of participation in the strategy plan beyond strategic consultants. This could result in open sabotage. The implementation of strategic plans in Kenya's SACCOs has caught the interest of a number of stakeholders; as a result, managers are being challenged to think about and adopt a variety of anagement concepts that will enable their organizations to effectively respond to a changing usiness environment and produce the desired results (Mlay, et al 2022). Management is s a major component in the effectiveness of strategic goals implementation according to Masya, et al, (2022) Middle managers are crucial in facilitating the successful implementation of strategy, as demonstrated by Mwita, (2019). Since their full involvement and empowerment in decision-making are essential, a poor top-down management style or poor vertical communication may be the root of opposition to the implementation of a strategy (Wawire, 2022). It is frequently possible to develop fresh, cutting-edge solutions to persistent issues by assembling a team from a variety of experiences. Each discipline's scientific mind makes an effort to identify the core of the issue and structurally connect it to other issues of a similar nature. Strategic leaders, according to Ogalo, (2019), manage radical transformation to produce dramatically better organizational operations. Such leaders strive to create a new culture where employees may feel connected by communicating both internally and externally with an open management style. This necessitates strategic leadership to inspire staff members to improve implementation procedures and maintain the organization's responsiveness and innovation by encouraging staff members who are eager to adopt new ideas (Mwaura, 2019).

Methods

This study's cross-sectional survey research approach included quantitative and qualitative methods (Turyasingura & Agaba, 2022). 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 While the quantitative method attempted to quantify and establish the relationships, the qualitative strategy allowed the researcher to obtain in-depth explanations of how strategy implementation affected the performance of Lyamujungu SACO in the Kabale District.

Sample size and procedure

A sample is a small portion of the universe that is used to represent the entire population, according to Langat and Wainaina (2019). According to sampling estimates in Table 1 by Krejcie and Morgan (1970), the study sampled 105 respondents.

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: field Data 2023

Quality Control (Validity and Reliability)

Validity

The degree to which data analysis results are compatible with the phenomenon under study is known as validity. Many SACCOs (Strategy formulation) experts were consulted by the researcher when developing the study procedures (Turyasingura *et al*, 2022). Pre-testing the research tool allows for the identification and removal of problems such as confusing or difficult questions, questions with insufficient space for responses, crowded questions, and questions with the wrong question numbers. After conferring with the four microfinance experts and having four judges evaluate the items for each instrument, the content validity index (CVI) was established by adding the proportion of valid items from each judge divided by the total number of items.

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. = 25/28=0.892

Judge 2. =26/28= 0.928

Judge 3. = 27/28= 0.964

Judge 4. = 24/28= 0.857

Therefore $0.892+0.928+0.964+0.857=3.641/4=0.910$

These results revealed that the research methods used to gather information on the organizational performance strategy implementation in Uganda using case of Lyamujungu SACCO were reliable. Mbogo (2020) states that for instruments to be accepted as authentic, the average content validity index (CVI)



number of items certified valid divided by the total number of items must be at least 0.7. Because the CVI score was higher than 90%, the instruments were valid (Agaba and Emenike, 2018).

Reliability

When the same populations of people are frequently evaluated under the same circumstances, reliability evaluations look at how consistently the measuring techniques produce results. Lenkume, (2019). Additionally, to check the reliability of the research tools, a pilot study is conducted with participants who were purposely and merely selected at random from the study area. The questionnaire's design, language, clarity, and thoroughness were all things the respondents were requested to look over. The reliability of the instruments was further demonstrated using Cronbach's Alpha coefficient (Moses et al , 2023). The results, which are 0.76 on a Statistic Package for Social Scientists (SPSS) scale, demonstrate that the tools are more precise and helpful.

Table 1. Showings Reliability statistics

Variable	Cronbach's alpha	Number of items
Knowledge,	0.901	22
Abilities,	0.978	22
Positive attitude,	0.852	22
Performance of SACCO	0.967	22
. Total	3.698	
Average	3.698/4=0.924	

Source: Field Data 2023

If different components are significantly connected to one another, it can therefore be deduced that there is a high degree of confidence in the dependability of the complete scale. The following criteria are listed in Cronbach's alpha (5): "> 0.5 - Poor, > 0.6 - Questionable, > 0.7 - Acceptable, > 0.8 - Excellent, and > 0.9 - Unacceptable."

Data Management and processing

All of the descriptive, bivariate, and multivariate data analysis processes had been completed. As a consequence of the descriptive analysis, tables were created. The Pearson rank correlation was used in a bivariate study to determine the relationships between categorical factors and the dependent variable as well as those between independent variables. Cross tabulations were used once more to show the relationships between the variables.

Multivariate analysis

Only independent variables that at the bivariate stage shown a significant correlation with the dependent variable were included at this stage after the model was developed. To put it another way, at the multivariate level, only variables that were significant in the bivariate stage were regressed. The multivariate model is shown in the following equation;

$$SP = \beta_0 + \beta_1 K + \beta_2 A + \beta_3 PA + \varepsilon$$

Where,

SP = SACCO performance

K = Knowledge

A = Abilities

PA = Positive attitude

ε = Error term

β_1 , β_2 , and β_3 are the partial coefficients which explain how each of the independent variables

(Knowledge, Abilities and positive attitude) impact on the performance SACCOs.

Results

Strategic Implementation and organizational performance of SACCOs.

This study looked at how Lyamujungu SACCO's performance in the Kabale District was affected by the strategy's implementation. In order to do this, data were gathered from both primary sources (personnel) and secondary ones (recorded work). The table below provides a summary of the responses.

A summary of the findings on the effect of strategy implementation on performance of Lyamujungu SACCO.

Responses	Agree		Undecided		Disagree		Mean	Standard deviation
	F	%	F	%	F	%		
I have been taking part in the implementation of a strategy to improve Lyamujungu SACCO'S performance.	105	100	0	0	0	0	4.4347	68058
Lyamujungu SACCO's organizational performance has improved thanks to the organizational structure.	82	78.1	23	21.9	0	0	4.9521	54376
I have observed how organizational culture enhances Lyamujungu SACCO'S performance.	95	90.5	0	0	10	9.5	4.2275	62051
Lyamujungu SACCO has always been able to allocate resources to enhance the bank's performance.	100	95.2	0	0	5	4.8	3.994	30054
Operational planning has enhanced the Lyamujungu SACCO'S performance.	90	85.7	0	0	15	14.3	3.9222	62634

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

Source: Primary data 2023

The five statements that were given to respondents and used to gauge the impact of strategy implementation on organizational performance at Lyamujungu SACCO are broken down in Table 4 above.

The following explanations are provided for the descriptive statistics in the above table:

When asked if they had been assisting in the implementation of a plan to enhance Lyamujungu SACCO's performance, 100% of respondents had indicated they had. The mean response was 4.4347, and the standard deviation was 68058. When asked if Lyamujungu SACCO's organizational performance had improved as a result of the organizational structure, respondents gave a mean answer of 4.9521 and a standard deviation of 54376, with 78.1% agreeing with the statement and 21.9% disagreeing. When asked if they had seen how organizational culture improved Lyamujungu SACCO's performance, respondents said they had. 9.5% of those surveyed disagreed with the statement, leaving 90.5% in agreement with mean of 4.2275 and standard deviation of 62051. When asked if Lyamujungu SACCO has consistently been able to allocate resources to improve the performance of the bank, 95.2% of respondents agreed, compared to 4.8% who disagreed. The mean response was 3.9940, and the standard deviation was 30054. When respondents were asked if operational planning has improved the performance of the Lyamujungu SACCO, 85.7% of them agreed with the statement, while 14.3% disagreed. The mean score was 3.9222, and the standard deviation was 62634.

Following the examination of quantitative data, qualitative analyses of qualitative data produced by key informant interviews were carried out. The qualitative findings on strategy implementation are shown below.

One key informant noted that;

"The process Lyamujungu SACCO employs to translate plans and strategies into actions in order to accomplish the stated goals and objectives can be thought of as strategy implementation. For Lyamujungu SACCO, which must attain efficiency and effectiveness, it is crucial to concentrate on the effective execution of a defined strategy. Organizations must understand that having a strategy is not as



crucial as being able to implement it successfully. At that point, the Lyamujungu SACCO will succeed in its objectives.

This shows that Lyamujungu SACCO's strategic implementation has aided it in achieving its objective. Because of this, it is significantly progressing in comparison to other SACCOs in the region.

The second respondent remarked the;

“Lyamujungu SACCO should constantly move its strategic plan from a piece of paper to activities that give life to business growth and hence performance for the aim of project success over the long term. However, understanding the organization's strategy is crucial for successful strategy execution throughout planning and implementation, linking strategy to budgets, linking employee incentives to strategy, and continual planning and implementation of the strategy.

The majority of paradigms for implementing strategies show that Lyamujungu SACCO should ensure that the strategic plan is one that involves participation to make implementation easier. The study confirmed that there was a relationship between quantitative and qualitative findings after doing a qualitative data analysis. The two data sets agreed, and it was obvious that qualitative data supported quantitative data.

Hypothesis Testing;

To verify the alternative hypothesis that there is strong relationship between strategy implementation on organizational performance at Bank of Africa at Bank of Africa, the Pearson's product moment correlation coefficient was thus, used to determine the magnitude of the relationship as shown on the table below;

12: Correlation analysis of strategic implementation on organizational performance

		Organizational Performance	Strategy implementation
Organizational Performance	Pearson	1	.315**
Strategy Implementation	Correlation		
	Sig. (2-tailed)		
	N		0
	Pearson	140	140
	Correlation	.315**	1
	Sig. (2-tailed)	0	
	N	140	140

*. Correlation is significant at the 0.01 level (2-tailed).

Source: Field data 2021.

The correlation coefficient in the table above is 315**, which is significant at the 0.01 level and suggests a very strong significant positive link. Thus, a regression analysis was conducted to ascertain the contribution of Lyamujungu SACCO's strategy implementation performance. This shows the degree to which the independent variable's variance might influence the dependent variable.

Model summary strategic implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.315 ^a	.099	.087	.32040

a. Predictors: (Constant), Strategic Implementation
Source: field data 2023.

The Lyamujungu SACCO's performance is thought to be influenced by strategy implementation, according to the coefficient of determination of 315. a significant relationship, then. This implies that Lyamujungu SACCO's organizational performance will be stronger the more the approach is implemented. Therefore, the execution of the strategy has a 31.3% positive impact on Lyamujungu SACCO's performance.

Regression output summary on strategic Implementation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.680	.507		5.282	.000
1 Strategy Implementation	.362	.124	.315	2.928	.004

a. Dependent Variable: Organizational Performance

Findings again revealed that a regression coefficient of .315 at 0.01 significant level hence a significance relationship. Results further confirm that strategy implementation contributes on organizational performance at Lyamujungu SACCO with a Beta value of 0.362 at 95% of confidence. This implies that strategy implementation contributes on organizational performance at Lyamujungu SACCO with 31.5%. Therefore, the researcher upholds the research hypothesis which states that, "Strategic Implementation has a significant effect on Performance at Lyamujungu SACCO"

Discussion of Results

Based from the study findings, strategy implementation has a strong effect of organizational performance at Lyamujungu SACCO. This was evidenced by ($r = .785$, $P .01$). This implies that strategy implementation affects Lyamujungu SACCO with 31.5%. 68.5% are from other factors. This is in line with Wangui, (2019) on the learning and development opportunities available to the staff members who serve as the actual implementation foot soldiers. The emphasis on transparency, teamwork, equity, trust, ongoing improvement, and risk-taking is required for this learning orientation. According to Wangui, (2019), stakeholders' confidence and approval should be conveyed to followers. Due to the Administration Police Service's limited funding sources from the Government and other stakeholders, it is necessary to investigate how management styles would affect the implementation of their strategic plans and the achievement of their set strategies in order to gain a competitive advantage and maintain their credibility to continue accessing donor funds. Masya, et al, (2022) observed that middle level manager involvement has enhanced success in implementing strategy, noting that managerial involvement was essential for organizations to achieve the planned implementation. Mbogo, et al (2020) postulate that general managers must lead the way. According to Kiugu, & Shadrack, (2021), businesses with strong management engagement had a much higher rate of success with strategic implementation choices than those with low



management involvement. This is due to the fact that including more individuals in the implementation process raises the level of concern, resulting in a shared understanding of the tasks at hand, encouraging teamwork, and facilitating a successful implementation process (Mbugua, & Kinyua, 2020). Problems with implementation arise from other employees' lack of participation in the strategy plan beyond strategic consultants. This could result in open sabotage. The implementation of strategic plans in Kenya's SACCOs has caught the interest of a number of stakeholders; as a result, managers are being challenged to think about and adopt a variety of management concepts that will enable their organizations to effectively respond to a changing business environment and produce the desired results (Mlay, et al 2022). Management is a major component in the effectiveness of strategic goals implementation according to Masya, et al, (2022). Middle managers are crucial in facilitating the successful implementation of strategy, as demonstrated by Mwita, (2019).

Conclusion and Recommendation

According to the findings and discussion, strategy implementation is positively and significantly correlated with organizational performance, which means that the more knowledge, skills, and positive attitudes that are used to implement the strategy at Lyamujungu SACCO, the better the organization's performance will be. It is advised that Lyamujungu SACCO always utilize staff and management in the implementation of strategy as a tool to assess organizational performance. This will assist the SACCO in achieving its financial goals.

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