LEADERSHIP STRATEGIES AND ORGANIZATIONAL PERFORMANCE OF SAVINGS AND CREDIT COOPERATIVE SOCIETIES IN UASIN GISHU COUNTY, KENYA

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ABSTRACT

The general objective of this study is to assess the effect of leadership strategies on organizational performance of SACCOs in Uasin Gishu County, Kenya. Specifically, the study sought to establish the effect of conflict resolution communication on organizational performance of SACCOs in Uasin Gishu County, Kenya and to determine the effect of crisis communication on organizational performance of SACCOs in Uasin Gishu County, Kenya. This research was based on stakeholder theory and transformational leadership theory. A causal research design was employed to address the study's research problem. The population for the study was the 42 SACCOs in Uasin Gishu County, Kenya. Since the target population is relatively small, the study was a census. The unit of analysis was the SACCOs while the unit of observation was the 126 management employees working in the 42 SACCOs in Uasin Gishu County. Primary data was collected through structured questionnaires and was analyzed descriptively by use of means and standard deviation and inferentially by use of correlation and regression analyses using SPSS version 27. Data was presented in form of frequency tables. The study concludes that visionary leadership has a positive and significant effect on organizational performance of SACCOs in Uasin Gishu County, Kenya. In addition, the study concludes that team building has a positive and significant effect on organizational performance of SACCOs in Uasin Gishu County, Kenya. Based on the findings, the study recommends that the organization should establish a structured framework for strategic foresight and planning. This entails developing a long-term vision that aligns with the aspirations of SACCO members and encompasses economic trends, technological advancements, and community needs. The organization should also prioritize and invest in regular team building activities that are specifically designed to foster collaboration, trust, and mutual understanding among SACCO staff and members.

Key Words: Leadership Strategies, Visionary Leadership and Team Building

Background of the Study

In the current era of globalization, organizational performance among Savings and Credit Cooperative Societies (SACCOs) holds paramount importance due to its direct impact on economic development, financial stability, and social inclusion at both local and global levels. As SACCOs increasingly operate within interconnected and competitive markets, their ability to effectively manage resources, mitigate risks, and deliver value to members becomes crucial for sustaining growth and relevance (El Fadil & Hessou, 2024). Enhanced organizational performance enables SACCOs to attract investment, expand their membership base, and diversify service offerings, thereby contributing to broader financial inclusion goals and socioeconomic advancement within their communities (Mutuku et al., 2024). Moreover, Mbegu et al. (2024) argue in a globalized landscape characterized by rapid technological advancements and evolving consumer preferences, SACCOs must demonstrate agility and innovation in their operations to remain competitive and adapt to changing market dynamics.

Leadership strategies play a pivotal role in shaping the organizational performance of SACCOs by fostering clarity, cohesion, and alignment among stakeholders, ultimately driving productivity, member satisfaction, and financial sustainability (Tukamuhebwa et al., 2022). Effective communication as per Agaba et al. (2023) from SACCO leaders establishes a clear vision and goals, ensuring that all members and employees understand the organization's mission, objectives, and strategies. This clarity cultivates a shared sense of purpose and direction, motivating individuals to work towards common goals and enhancing overall organizational performance (Kiriinya & Nyariki, 2023). Moreover, leaders who communicate openly and transparently create an environment of trust and accountability, where members feel empowered to voice their concerns, contribute ideas, and actively engage in decision-making processes (Scharf et al., 2020). This inclusive communication approach fosters collaboration, innovation, and a sense of ownership among stakeholders, leading to more effective problem-solving, higher levels of member engagement, and improved organizational outcomes (Dimma, 2020).

Furthermore, leadership strategies influence organizational performance by facilitating effective conflict resolution, crisis management, and change adaptation within SACCOs (Sabino et al., 2021). Leaders who possess strong communication skills as per Mukhtar et al. (2020) can navigate conflicts constructively, promoting understanding, compromise, and reconciliation among conflicting parties. By addressing conflicts in a timely and transparent manner, leaders prevent disruptions to operations, preserve relationships, and maintain organizational stability, thus safeguarding performance metrics such as member retention and financial solvency (Saputra, 2021). Additionally, Ramadhini and Manafe (2022) discovered during times of crisis or change, effective communication from leaders provides reassurance, guidance, and direction to members and employees, instilling confidence, reducing uncertainty, and facilitating a smoother transition. By keeping stakeholders informed, engaged, and motivated amidst adversity or organizational transformations, Leadership strategies contribute to resilience, agility, and ultimately, sustained organizational performance in SACCOs (Mbogo et al., 2020).

In Kenya, Leadership strategies are deeply influenced by cultural norms, organizational structures, and the country's socio-political landscape. Kenyan leaders often prioritize direct and interpersonal communication, valuing face-to-face interactions and building relationships based on trust and respect (Odero & Wanyama, 2020). Traditional hierarchical structures within organizations may influence communication patterns, with leaders typically expected to convey directives and decisions to subordinates (Sammy & Gitau, 2020). However, as per Kanake et al. (2020) there is a growing recognition of the importance of participative and inclusive communication approaches, particularly in fostering employee engagement, innovation, and commitment to organizational

goals. Kenyan leaders increasingly leverage various communication channels, including digital platforms, town hall meetings, and team-building exercises, to facilitate open dialogue, solicit feedback, and address concerns among employees and stakeholders (Mburu et al., 2022).

Within the Kenyan context, SACCOs play a vital role in driving financial inclusion and socioeconomic development initiatives (Hemed, 2022). Leadership strategies within SACCOs are characterized by a strong emphasis on member engagement, transparency, and community involvement (Tukamuhebwa et al., 2022). SACCO leaders often employ democratic communication styles, seeking input from members, and involving them in decision-making processes. Effective communication within SACCOs is essential for building trust and confidence among members, ensuring accountability in financial management, and promoting the cooperative's values of cooperation and mutual assistance (Mburu, 2023). SACCO leaders utilize various communication channels, such as general meetings, newsletters, and mobile platforms, to disseminate information, educate members, and promote financial literacy, thereby empowering individuals and communities to achieve their financial goals (Kiriinya & Nyariki, 2023).

In Uasin Gishu County, located in the Rift Valley region of Kenya, SACCOs play a significant role in supporting the local economy and enhancing financial inclusion among residents. Leadership strategieswithin SACCOs in Uasin Gishu County are tailored to address the unique needs and challenges of the local community (Chelimo, 2023). SACCO leaders prioritize communication that is culturally sensitive, contextually relevant, and accessible to all members, including those in rural areas (Wamukota et al., 2022). Furthermore, SACCOs in Uasin Gishu County often collaborate with local authorities, community leaders, and other stakeholders to address community-specific issues and promote sustainable development initiatives (Metto et al., 2021). Effective communication within SACCOs in Uasin Gishu County is instrumental in fostering trust, promoting cooperation, and driving positive social and economic outcomes for the region (Metto & Kazungu, 2021).

Uasin Gishu County, located in the Rift Valley region of Kenya, boasts a thriving economy driven by robust agricultural activities, vibrant trade, and bustling commerce. In this dynamic environment, SACCOs play a pivotal role in providing essential financial services to the local community. As member-owned financial institutions, SACCOs offer a range of products including savings, credit, and other financial instruments to meet the diverse needs of their members (Mutuku et al., 2024). Particularly significant is their role in facilitating access to funding for small-scale enterprises, farmers, and individuals seeking financial support. However, despite their vital contribution, SACCOs in Uasin Gishu County encounter numerous challenges affecting their organizational performance. These challenges may encompass operational inefficiencies, limited capital access, governance deficiencies, and insufficient member engagement (Muriithi, 2024).

A pivotal determinant of SACCO performance lies in the efficacy of leadership communication strategies. Establishing clear channels of communication between leaders and members is paramount for aligning organizational objectives, fostering transparency, cultivating trust, and nurturing a cohesive sense of community within the SACCO ecosystem (Sabino et al., 2021). Understanding the contextual backdrop of SACCO operations in Uasin Gishu County and recognizing the pivotal role of leadership communication therein is indispensable for enhancing their overall performance and ensuring long-term sustainability (Metto & Kazungu, 2021).

Statement of the Problem

Leadership strategies have the potential to positively impact the performance of SACCOs, empowering their communities through financial inclusion, economic empowerment, and social development initiatives (Mutua, 2021). However, the organizational performance of SACCOs in

Uasin Gishu County, Kenya, is facing pressing challenges. In recent years, there has been a noticeable decline in key performance indicators such as revenue generation, membership retention, and overall financial stability (Muriithi, 2024). Reports from industry sources and annual financial statements indicate a significant decrease in SACCO revenues since 2015, with some organizations facing receivership, auction, or even bankruptcy. This downward trend not only affects the SACCOs themselves but also has broader implications for the local economy, including loss of employment, reduced tax revenues, and negative impacts on mental health due to financial stress among members and employees (Towo, 2023).

One specific issue exacerbating the problem is ineffective communication, leading to misunderstandings, mistrust, and dissatisfaction among SACCO members and employees. There is a lack of transparency in communication regarding financial matters, decision-making processes, and organizational policies, eroding member confidence and trust in SACCO leadership (Ramadhini & Manafe, 2022). Additionally, poor coordination and dissemination of information result in inefficiencies, missed opportunities, and reduced productivity within SACCO operations (Mutua et al., 2021). Moreover, the limited use of innovative communication technologies and channels to engage members and stakeholders hinders outreach and growth potential for SACCOs in the region (Mbogo et al., 2020). To address these challenges, it is essential to identify and implement effective Leadership strategies tailored to the unique needs and context of SACCOs in Uasin Gishu County.

The decline in organizational performance among SACCOs in Uasin Gishu County carries significant implications for the local economy, employment rates, and financial inclusion efforts. SACCOs play a crucial role in providing financial services to underserved communities, promoting savings culture, and facilitating access to credit for small businesses and individuals (Kiriinya & Nyariki, 2023). However, as SACCOs face challenges such as revenue loss, receivership, and decreased financial stability, their ability to fulfill these roles diminishes. This could lead to reduced investment in local businesses, stifling economic growth and job creation opportunities (Agaba et al., 2023). Moreover, SACCOs often serve as sources of employment within their communities, and a decline in their performance may result in job losses, exacerbating socioeconomic challenges (El Fadil & Hessou, 2024). Additionally, SACCOs are instrumental in fostering financial inclusion by providing accessible and affordable financial services to marginalized populations. A deterioration in SACCO performance could hinder progress towards financial inclusion goals, leaving vulnerable individuals without access to essential financial tools and resources (Towo, 2023). Therefore, addressing the underlying issues impacting SACCO performance is crucial not only for the sustainability of these institutions but also for the overall economic development and financial well-being of the local community.

General Objective
The general aim of this research was to assess the influence of Leadership strategies on organizational performance of SACCOs in Uasin Gishu County, Kenya.
Specific Objectives
   i.   Establish the influence of visionary leadership on organizational performance of SACCOs in Uasin Gishu County, Kenya.
   ii.   Determine the influence of team building on organizational performance of SACCOs in Uasin Gishu County, Kenya.

Theoretical Review
Transformational Leadership Theory
Transformational Leadership Theory founded by James V. Downton in 1973 and was expanded by James Burns in 1978. In 1985, researcher Bernard M. Bass further expanded the concept is a

leadership approach that emphasizes inspiring and motivating followers to achieve extraordinary outcomes. Unlike transactional leadership, which focuses on exchanging rewards for performance, transformational leadership seeks to transform and elevate the aspirations, motivations, and performances of individuals and organizations. At its core, this theory posits that leaders who exhibit transformational qualities can significantly impact their followers and organizations by fostering a sense of purpose, stimulating innovation, and promoting growth. One of the key aspects of Transformational Leadership Theory is the emphasis on vision and inspiration. Transformational leaders articulate a compelling vision that resonates with the values and aspirations of their followers. They communicate this vision clearly and passionately, inspiring others to commit themselves fully to its realization. By aligning individual goals with organizational objectives, transformational leaders cultivate a shared sense of purpose and direction within the organization (Mehboob & Hina, 2021).

Moreover, transformational leaders are characterized by their ability to stimulate intellectual stimulation and creativity among their followers. They encourage innovative thinking, challenge assumptions, and promote problem-solving skills. This approach fosters a culture of continuous improvement and adaptation, allowing organizations to respond effectively to changing environments and challenges. Transformational leadership also places a strong emphasis on individualized consideration and empowerment. Leaders who adopt this approach demonstrate genuine concern for the personal development and well-being of their followers. They provide support, mentorship, and coaching tailored to individual needs, which helps to build trust, loyalty, and commitment among team members. By empowering individuals and delegating authority appropriately, transformational leaders foster a climate of autonomy and accountability, which contributes to higher levels of engagement and performance. Furthermore, Transformational Leadership Theory highlights the importance of charisma and emotional intelligence in leadership effectiveness. Charismatic leaders inspire admiration and trust through their enthusiasm, confidence, and persuasive communication style. They exhibit emotional intelligence by understanding and managing their own emotions and those of others, which enables them to build strong interpersonal relationships and navigate complex social dynamics within organizations (Obafemi, Okereke & Oshi, 2022). This theory is relevant in establishing the influence of visionary leadership on organizational performance of SACCOs in Uasin Gishu County, Kenya.
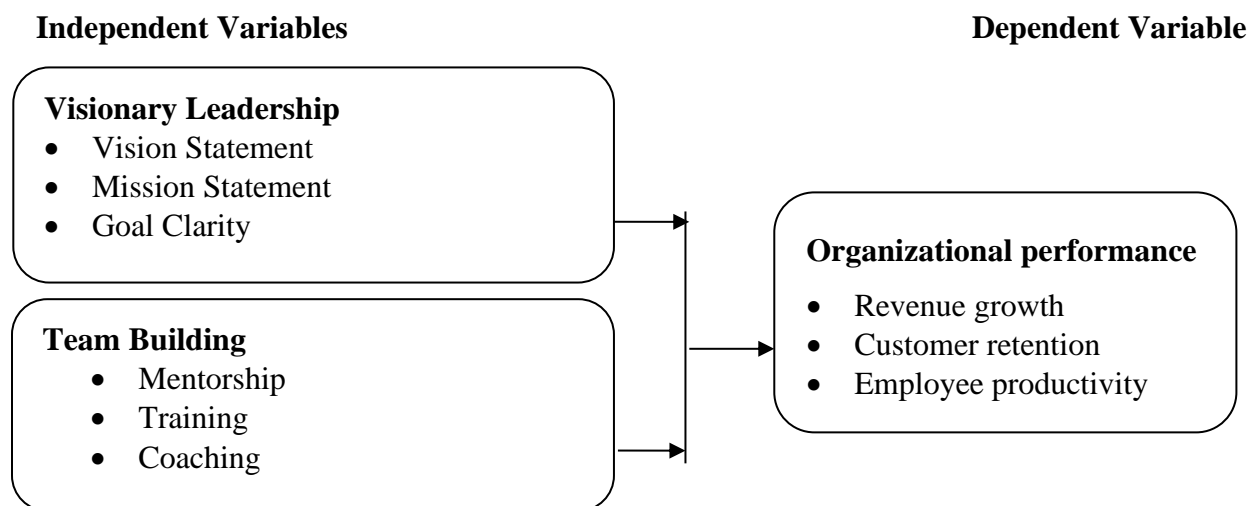
Goal Setting Theory

Goal Setting Theory, developed by Edwin Locke and Gary Latham (1968), is a prominent theory in organizational psychology that explores how specific and challenging goals lead to higher performance and motivation. At its core, this theory emphasizes the importance of setting clear objectives that are specific, measurable, achievable, relevant, and time-bound (SMART criteria). By establishing such goals, individuals and organizations can focus their efforts, enhance their motivation, and ultimately achieve superior results. One key aspect of Goal Setting Theory is the idea that setting challenging yet attainable goals can motivate individuals and teams to exert higher levels of effort and persistence. When goals are challenging but achievable, they provide a sense of direction and purpose, encouraging individuals to stretch their capabilities and strive for continuous improvement. This process of setting and pursuing goals promotes a proactive approach to problem-solving and decision-making, fostering a mindset of accountability and commitment within the organization. Moreover, Goal Setting Theory emphasizes the importance of feedback and monitoring progress towards achieving goals. Regular feedback enables individuals to assess their performance, adjust their strategies if necessary, and stay on track towards goal attainment. This feedback loop not only enhances performance but also reinforces the link between effort and outcomes, increasing individuals' motivation and confidence in their

abilities. Additionally, Goal Setting Theory highlights the role of goal commitment in influencing performance. When individuals are committed to their goals—either because they have participated in the goal-setting process or because they see the goals as personally meaningful—they are more likely to exert effort, persist in the face of challenges, and prioritize their tasks effectively. This intrinsic motivation stemming from goal commitment can lead to higher job satisfaction, improved job performance, and a greater sense of accomplishment. Critically, Goal Setting Theory acknowledges that the effectiveness of goal setting depends on several factors, such as goal clarity, feedback quality, individual skills and capabilities, and situational constraints. Goals that are too vague or unrealistic may demotivate individuals, while excessive pressure to achieve goals can lead to stress and burnout. Therefore, organizations must strike a balance by setting challenging yet achievable goals, providing adequate support and resources, and fostering a collaborative environment where individuals can share feedback and learn from each other's experiences (Jha, Krishnana & Sachin, 2020).

One of the primary assumptions of Goal Setting Theory is that specific and challenging goals lead to higher performance. This assumption suggests that individuals and teams are motivated to exert greater effort and persistence when they have clear objectives to strive for. The theory posits that goals provide a clear direction, enhance focus, and stimulate individuals to develop strategies and allocate resources effectively to achieve those goals. By setting specific goals that are perceived as challenging but attainable, organizations can harness motivation and drive performance improvement across various tasks and roles. Additionally, Goal Setting Theory assumes that individuals have the necessary skills, knowledge, and resources to achieve their goals. However, in reality, individuals may face barriers such as limited access to training, inadequate support from supervisors or colleagues, or systemic inequalities within the organization. These factors can hinder goal attainment and reduce the motivational impact of goal setting. Therefore, organizations must ensure that they provide appropriate support, resources, and developmental opportunities to empower individuals to succeed in pursuing their goals effectively (Imanaturikumwe & Oniye, 2022). This theory is relevant in determining the influence of team building on organizational performance of SACCOs in Uasin Gishu County, Kenya.

Conceptual Framework

A theoretical structure helps to link the research variables diagrammatically (Zikmund et al., 2019). This study contains independent variables (leadership strategies) and the dependent variable (organizational performance of SACCOs in Uasin Gishu County, Kenya) linked by a theoretical structure. Figure 2.1 shows the theoretical background of the study.

Independent Variables   **Dependent Variable**

Visionary Leadership
- Vision Statement
- Mission Statement
- Goal Clarity

Organizational performance
- Revenue growth
- Customer retention
- Employee productivity

Team Building
- Mentorship
- Training
- Coaching

Visionary Leadership

Visionary leadership refers to a leadership style where a leader articulates a compelling vision for the future that inspires and motivates followers to achieve common goals (Gicheha & Kyule, 2022). A visionary leader has a clear sense of direction and purpose, and they communicate this vision in a way that engages and energizes their team or organization (Mehboob & Hina, 2021). A vision statement articulates an organization's aspirations and long-term goals. It serves as a guiding beacon that defines where the organization aims to be in the future and what it hopes to achieve. A well-crafted vision statement is concise, inspirational, and future-oriented, capturing the organization's core values, aspirations, and desired impact. It paints a compelling picture of what success looks like for the organization and aligns stakeholders towards a common purpose. For example, a technology company's vision statement might express a commitment to innovation, excellence, and global leadership in advancing technology solutions that benefit society (Obafemi, Okereke & Oshi, 2022).

A mission statement outlines the fundamental purpose and reason for an organization's existence. It describes what the organization does, who it serves, and how it fulfills its core objectives. A mission statement is more focused on the present activities and operational scope of the organization compared to a vision statement. It communicates the organization's primary goals, values, and principles, guiding decision-making and strategic direction. For instance, a healthcare provider's mission statement may emphasize providing compassionate care, improving patient outcomes, and promoting community health through accessible and high-quality services (Omuga & Senelwa, 2022).

Goal clarity refers to the clarity, specificity, and transparency of organizational goals. Clear goals are specific, measurable, achievable, relevant, and time-bound (SMART criteria), providing a clear roadmap for individuals and teams to follow. Organizations with goal clarity ensure that everyone understands their roles, responsibilities, and the expected outcomes associated with achieving those goals. This clarity fosters alignment, motivation, and accountability among employees, as they know what they are working towards and how their efforts contribute to organizational success. Effective goal clarity facilitates effective planning, decision-making, and resource allocation, enhancing overall organizational performance and agility in responding to changes in the external environment (Cheriuiyot, Rop & Kemboi, 2023).

Team Building

Team building refers to activities, strategies, and processes aimed at improving the effectiveness, collaboration, and cohesion of a group of individuals working together towards a common goal (Ali & Reuben, 2021). It involves fostering positive relationships, enhancing communication, and developing trust among team members to maximize their collective performance and achieve desired outcomes (Laban, Thuo & Mutegi, 2022). Mentorship is a developmental relationship in which a more experienced or knowledgeable individual (the mentor) provides guidance, advice, and support to a less experienced person (the mentee) to help them grow personally and professionally. Mentorship typically involves sharing expertise, offering perspective, and imparting wisdom gained from experience. Mentors often serve as role models and advocates for their mentees, helping them navigate challenges, make informed decisions, and develop skills necessary for career advancement. The relationship is characterized by mutual respect, trust, and a commitment to the mentee's development. Mentorship can occur formally through structured programs or informally through organic relationships established within organizations or professional networks (Jha, Krishnana & Sachin, 2020).

Training refers to the process of equipping individuals with specific knowledge, skills, and competencies needed to perform their job responsibilities effectively. It involves systematic learning activities designed to enhance job performance, productivity, and proficiency in tasks or processes. Training programs can vary widely in scope and format, ranging from on-the-job training and workshops to formal classroom-based instruction and online courses. Effective training programs are tailored to meet the needs of learners, align with organizational goals, and incorporate interactive methods to facilitate learning and skill acquisition. Training initiatives are crucial for employee development, continuous improvement, and adapting to changes in technology and industry standards (Imanaturikumwe & Oniye, 2022).

Coaching involves a collaborative and goal-oriented relationship between a coach and an individual or team (coachee) to achieve specific objectives or improve performance. Unlike mentoring, which focuses on broader career development and personal growth, coaching is more task-oriented and skill-focused. Coaches provide guidance, feedback, and support to help coachees identify strengths, overcome challenges, and achieve their potential. Coaching sessions often involve setting goals, creating action plans, and refining skills through observation, practice, and constructive feedback. Coaches may use various techniques such as questioning, active listening, and motivational strategies to facilitate learning and growth (Inoti, Muturi & Guyo, 2020).

Empirical Review

Visionary Leadership and Organizational Performance

Mehboob and Hina (2021) examined on the impact of goal clarity on perceived benefits of performance measurement. The research design for this study is specified as a descriptive study with empirical analysis of using data obtained from a survey and only middle level managers of public sector organizations were selected. The study found that goal clarity had positive relationship with perceived benefit of efficiency and effectiveness. The study concluded that with organizational goal clarified to employee of the organization, the perceived benefits of the organization are increased that is, efficiency and effectiveness.

Obafemi, Okereke and Oshi (2022) conducted a study on the visionary leadership style and organizational adaptability of telecom service providers in rivers state, Nigeria. The study adopted the cross-sectional survey research design. A population of 40 managers was gotten from 4 major telecom operators (Airtel, Globacom, MTN, and 9Mobile) and that was adopted as the sample size for the study. The study found a significant correlation between visionary leadership style and organizational adaptability. The study concluded that employee empowerment has been further confirmed to be a reliable management tool to help improve organizational adaptability.

Omuga and Senelwa (2022) researched on the effect of goal clarity on employee performance of NGA officers in Kenya (a case of Homa Bay County). Correlational research design was employed in the study. The population of the study was the 381 Chiefs and Assistant chiefs in the county from which 204 formed the sample. The study found that goal clarity has a positive significant effect on performance of NGA officers in Homa Bay County. The study concluded that goal clarity is an important factor in enhancing performance of NGA officers in Homa Bay County in the organizations.

Cheriuiyot, Rop and Kemboi (2023) investigated on goal clarity practices by teachers and service delivery in public secondary schools in Sotik Sub County, Kenya. The study adopted descriptive and cross-sectional research design. The target population for the study was 252 teachers in public secondary schools in Sotik Sub-County. The study employed purposive and stratified random sampling technique to sample 122 teachers. The study found that there exists a significant negative

effect between goal clarity practices on service delivery. The study concluded that goal clarity practices have significant effect on service delivery.

Gicheha and Kyule (2022) assessed on the effect of goal clarity on organization performance of Kenya Film Commission. The study used descriptive research design. This study used the census approach since the target population is small. Therefore, the sample size for the study was 34 respondents from Kenya Film Commission. The study found that goal clarity has a significant effect on organization performance on Kenya film commission. The study concluded that goal clarity has a positive and significant effect on organization performance on Kenya film commission.

Team Building and Organizational Performance

Jha, Krishnana and Sachin (2020) researched on team building and organizational innovation: a study in IT sector in India. The nature of the study is cross sectional. 309 respondents who were the employees in IT companies in Bangalore, India participated in the survey. The study found that there exists a direct relationship between team building strategies and organizational innovation but the relationship becomes stronger in presence of employee engagement as between the two variables. The study concluded that team building affected organizational innovation but the effect was more significant in the presence of employee engagement.

Imanaturikumwe and Oniye (2022) assessed on employee training and organizational performance in public entities, a case of Rwanda social security board. The study applied both descriptive and correlational research designs. The population of this study included two-hundred ten RSSB employees. The study found that there is positive and significant effect of employee training on organizational performance of RSSB. The study concluded that employee training strongly affects the organizational performance of public institutions in Rwanda.

Inoti, Muturi and Guyo (2020) examined on the influence of team building on performance of state corporations in Kenya. The study adopted an exploratory research design and the study population consisted of a sample of 66 state corporations. The study found that working through team building was statistically associated with organizational performance. The study concluded that team building improve the performance levels of employees.

Ali and Reuben (2021) investigated on the effect of team building on organizational performance: a case study of tile and carpet center in Kenya. The study adopted descriptive research design. The study population was 750 staff working in 3 T&C locations while stratified random sampling technique was used to sample 100 respondents. The study found that there was a significant effect between team building and organization performance. The study concluded that there is a significant positive relationship between team building and organizational performance.

Laban, Thuo and Mutegi (2022) conducted a study on the effect of training on organizational performance in the counties in Kenya. The study used cross sectional survey research design. The population involved in the study was 161 employees and a sample size of 84 employees was picked through random sampling. The study found that training influence the organization performance at the City County of Nairobi. The study concluded that training influence organization performance.

RESEARCH METHODOLOGY

Research Design

A causal research design was employed to address the study's research problem. The choice of causal research design over other potential designs in this study is justified by the need to establish

a cause-and-effect relationship between Leadership strategies and organizational performance outcomes within SACCOs in Uasin Gishu County, Kenya. Causal research design is well-suited for investigating the impact of independent variables, such as Leadership strategies(conflict resolution communication, crisis communication, cross-cultural communication, and technology-enabled communication), on dependent variables. Unlike descriptive or exploratory research designs, which are primarily concerned with describing or exploring phenomena without making causal inferences, causal research seeks to identify and understand the mechanisms through which one variable influence another.

Population of the Study

This study was conducted in Uasin Gishu County. The study targeted 42 SACCOs in Uasin Gishu County, Kenya. The total population was 126 management employees working in 42 SACCOs in Uasin Gishu County, Kenya. This study targeted management employees since they are in a better position to provide information on Leadership strategies and organizational performance of SACCOs in Uasin Gishu County, Kenya.

Sample and Sampling Technique

The selection structure of the study comprised the heads of communication in each of the 42 SACCOs in Uasin Gishu County, Kenya. Sampling technique is the process of selecting a subset of individuals, objects, events, or phenomena from a larger population for inclusion in a research study (Meyers, Gamst & Guarino, 2016). The study adopted a purposive sampling method where 126 management employees in the 42 SACCOs in Uasin Gishu County, Kenya were the unit of observation and therefore participated for the study. The purposive sampling method was adopted under the assumption that the heads of communication have access to accurate information on the various aspects captured in the survey questionnaire, thus increasing the likelihood of obtaining highly accurate answers with a minimal marginal error.

Data Collection Instrument

Primary data was collected to ensure the study objectives are fully met. The primary data was obtained using a structured questionnaire. A structured questionnaire is chosen because the study adopted a quantitative approach, which is similar to numerical data. Structured questionnaires are useful in obtaining categorical data that has a numerical nature. Additionally, the data subjects are on a 5-point Likert scale and have to be precise and explicit to lower probable ambiguity to the respondents. The questionnaire comprised five-point likert-type scales ranging from one (the lowest point) to five (the highest point). The questionnaire was divided into three sections where section A covered the demographic characteristics of the respondents; section B covered Leadership strategies while section C covered organizational performance of SACCOs in Uasin Gishu County, Kenya.

Pilot Test

According to Connelly (2018), extant literature suggests that a pilot study sample should be 10% of the sample projected for the larger parent study, as such, the pilot study involved 13 of the target respondents (10% of the target population) who filled the questionnaires and its accuracy tested. The 13 respondents were not involved in the final study to ensure non-compromise of the research data. The respondents helped to estimate the time needed to fill the questionnaires and identify errors to be corrected. The pilot study established the strength or weakness of the study. The prior testing was established to assist to determine accuracy, clarity and suitability of the study tool.

Data Analysis and Presentation

The process through which raw data is refined and organized in a systematic and scientific way that make it easy to interpret and understand the data refers to data analysis (Burns & Burns, 2018). As indicated by Kothari (2014) it entails operations that are closely related and that are performed so as to summarize the data and organize it in a way that it answers the research question. The researcher went through the questionnaires, count how many they are and check for completion and adequacy. The questionnaires were sorted based on adequacy. Unique codes were assigned to every question then score. The data was then entered into a computer for analysis and summarization in order to decide the intensity of emerging trends. Data was evaluated using descriptive statistical methods such as the mean, which is a measure of central tendency, and the standard deviation, which is a measure of dispersion. This aided in describing the variables of the study. Correlation and regression analysis was used to assess the strength and direction of relationship among the study variables and this answered the research questions of the study. Both descriptive and inferential statistics results were presented in tables and figures which was accompanied by pertinent interpretations and discussions.

PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

Descriptive Statistics Analysis

Visionary Leadership and Organizational Performance

The first specific objective of the study was to establish the influence of visionary leadership on organizational performance of SACCOs in Uasin Gishu County, Kenya. The respondents were requested to indicate their level of agreement on statements relating to visionary leadership and organizational performance of SACCOs in Uasin Gishu County, Kenya. The results were as presented in Table 4.1.

From the results, the respondents agreed that the vision statement of their organization is to articulate a compelling future direction that inspires and guides their work (M=3.957, SD= 0.875). In addition, the respondents agreed that their organization's vision statement communicates a clear and ambitious long-term goal for where they aim to be in the future (M=3.948, SD= 0.823). Further, the respondents agreed that their organization's mission statement defines their core purpose and the primary objectives they strive to achieve (M=3.909, SD= 0.635).

The respondents also agreed that the mission statement of their organization outlines their commitment to serving their stakeholders and fulfilling their organizational responsibilities (M=3.804, SD= 0.671). Further, the respondents agreed that the goals and objectives set by their department/team are clearly defined and aligned with their overall organizational strategy (M=3.801, SD= 0.793). The respondents also agreed that their supervisor/manager effectively communicates goals and expectations, ensuring clarity and understanding among team members (M=3.787, SD= 0.776).

Table 4. 1: Visionary Leadership and Organizational Performance

	Mean	Std. Deviation
The vision statement of our organization is to articulate a compelling future direction that inspires and guides our work.	3.957	0.875
Our organization's vision statement communicates a clear and ambitious long-term goal for where we aim to be in the future.	3.948	0.823
Our organization's mission statement defines our core purpose and the primary objectives we strive to achieve.	3.909	0.635
The mission statement of our organization outlines our commitment to serving our stakeholders and fulfilling our organizational responsibilities.	3.804	0.671
The goals and objectives set by our department/team are clearly defined and aligned with our overall organizational strategy.	3.801	0.793
Our supervisor/manager effectively communicates goals and expectations, ensuring clarity and understanding among team members	3.787	0.776
Aggregate	**3.868**	**0.762**

Team Building and Organizational Performance

The second specific objective of the study was to determine the influence of team building on organizational performance of SACCOs in Uasin Gishu County, Kenya. The respondents were requested to indicate their level of agreement on the statements relating to team building and organizational performance of SACCOs in Uasin Gishu County, Kenya. The results were as shown in Table 4.2

From the results, the respondents agreed that mentorship within their organization has been instrumental in providing guidance and support for career development (M-3.902, SD= 0.897). In addition, the respondents agreed that the mentorship relationships they've experienced have significantly contributed to their professional growth and learning (M=3.884, SD= 0.731). Further, the respondents agreed that the training programs offered by their organization are comprehensive and align well with the skills needed for their roles (M=3.843, SD= 0.763).

The respondents also agreed that participating in training sessions has helped them stay updated with industry trends and improve their job performance (M=3.816, SD=0.641). In addition, the respondents agreed that coaching sessions have been valuable in helping them set and achieve personal and professional goals (M=3.736, SD= 0.675). The respondents agreed that the coaching they receive provides them with actionable feedback and support to enhance their skills and performance (M=3.721, SD=0.866).

Table 4. 2: Team Building and Organizational Performance

	Mean	Std. Deviation
Mentorship within our organization has been instrumental in providing guidance and support for career development.	3.902	0.897
The mentorship relationships I've experienced have significantly contributed to my professional growth and learning.	3.884	0.731
The training programs offered by our organization are comprehensive and align well with the skills needed for our roles.	3.843	0.763
Participating in training sessions has helped me stay updated with industry trends and improve my job performance	3.816	0.641
Coaching sessions have been valuable in helping me set and achieve personal and professional goals.	3.736	0.675
The coaching I receive provides me with actionable feedback and support to enhance my skills and performance	3.721	0.866
Aggregate	**3.817**	**0.762**

Correlation Analysis

The present study used Pearson correlation analysis to determine the strength of association between independent variables (visionary leadership and team building) and the dependent variable (organizational performance of SACCOs in Uasin Gishu County, Kenya). Pearson correlation coefficient range between zero and one, where by the strength of association increase with increase in the value of the correlation coefficients.

Table 4. 3: Correlation Coefficients

		Organizational Performance	Visionary Leadership	Team Building
Organizational Performance	Pearson Correlation Sig. (2-tailed) N	121		
Visionary Leadership	Pearson Correlation Sig. (2-tailed) N	.805** .003 121	1 121	
Team Building	Pearson Correlation Sig. (2-tailed) N	.815** .000 121	.297 .060 121	1 121

From the results, there was a very strong relationship between visionary leadership and organizational performance of SACCOs in Uasin Gishu County, Kenya (r = 0.805, p value =0.003). The relationship was significant since the p value 0.003 was less than 0.05 (significant level). The findings are in line with the findings of Mehboob and Hina (2021) who indicated that there is a very strong relationship between visionary leadership and organizational performance.

Moreover, there was a very strong relationship between team building and organizational performance of SACCOs in Uasin Gishu County, Kenya (r = 0.815, p value =0.000). The relationship was significant since the p value 0.000 was less than 0.05 (significant level). The findings are in line with the findings of Jha, Krishnana and Sachin (2020) who indicated that there is a very strong relationship between team building and organizational performance.

Regression Analysis

Multivariate regression analysis was used to assess the relationship between independent variables (visionary leadership and team building) and the dependent variable (organizational performance of SACCOs in Uasin Gishu County, Kenya).

Table 4. 4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.903[a]	.815	.814	.10412

The model summary was used to explain the variation in the dependent variable that could be explained by the independent variables. The r-squared for the relationship between the independent variables and the dependent variable was 0.815. This implied that 81.5% of the variation in the dependent variable (organizational performance of SACCOs in Uasin Gishu County, Kenya) could be explained by independent variables (visionary leadership, team building, top management support and conflict resolution).

Table 4.5: Analysis of Variance

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	102.028	2	51.014	216.16	.002[b]
Residual	13.653	116	.118		
Total	115.681	120			

a. Dependent Variable: organizational performance of SACCOs in Uasin Gishu County, Kenya
b. Predictors: (Constant), visionary leadership and team building

The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 216.16 while the F critical was 2.419. The p value was 0.002. Since the F-calculated was greater than the F-critical and the p value 0.002 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict the influence of visionary leadership and team building on organizational performance of SACCOs in Uasin Gishu County, Kenya.

Table 4.6: Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.335	0.085		3.941	0.000
visionary leadership	0.345	0.089	0.344	3.876	0.002
team building	0.361	0.093	0.362	3.882	0.001

The regression model was as follows:
$Y = 0.335 + 0.345X_1 + 0.361X_2 + \varepsilon$
According to the results, visionary leadership has a significant effect on organizational performance of SACCOs in Uasin Gishu County, Kenya β_1=0.345, p value= 0.002). The relationship was considered significant since the p value 0.002 was less than the significant level of 0.05. The findings are in line with the findings of Mehboob and Hina (2021) who indicated that there is a very strong relationship between visionary leadership and organizational performance.

The results also revealed that team building has a significant effect on organizational performance of SACCOs in Uasin Gishu County, Kenya, $\beta1$=0.361, p value= 0.001). The relationship was considered significant since the p value 0.001 was less than the significant level of 0.05. The findings are in line with the findings of Jha, Krishnana and Sachin (2020) who indicated that there is a very strong relationship between team building and organizational performance.

Conclusions

The study concludes that visionary leadership has a positive and significant effect on organizational performance of SACCOs in Uasin Gishu County, Kenya. Findings revealed that vision statement, mission statement and goal clarity influences organizational performance of SACCOs in Uasin Gishu County, Kenya.

In addition, the study concludes that team building has a positive and significant effect on organizational performance of SACCOs in Uasin Gishu County, Kenya. Findings revealed that mentorship, training and coaching influences organizational performance of SACCOs in Uasin Gishu County, Kenya.

Recommendations

The study found that visionary leadership has a positive and significant effect on organizational performance of SACCOs in Uasin Gishu County, Kenya. This study therefore recommends that the organization should establish a structured framework for strategic foresight and planning. This entails developing a long-term vision that aligns with the aspirations of SACCO members and encompasses economic trends, technological advancements, and community needs.

In addition, the study found that team building has a positive and significant effect on organizational performance of SACCOs in Uasin Gishu County, Kenya. This study therefore recommends that the organization should prioritize and invest in regular team building activities that are specifically designed to foster collaboration, trust, and mutual understanding among SACCO staff and members. Effective team building initiatives can significantly improve communication channels, enhance teamwork, and create a supportive work environment where employees feel valued and motivated.

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