European Journal of
Business and Strategic Management
(EJBSM)

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European Journal of Business and Strategic Management

ISSN 2518-265X (Online)

Vol.9, Issue 3, No.5. pp 91 - 105, 2024

www.iprjb.org

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Article History

Received 17th August 2024

Received in Revised Form 19th September 2024

Accepted 24th October 2024

How to cite in APA format:

Chebet, J. (2024). Influence of Strategic Agility Practices on the Performance of Deposit Taking Saccos in Nairobi County. *European Journal of Business and Strategic Management*, *9*(3), 91–105. https://doi.org/10.47604/ejbsm.3027

Abstract

Purpose: Most businesses find it to be a challenging task to maintain positive performance always, especially in these current phases of economic meltdown. Therefore, organizations that might survive in this kind of situations are organizations that are flexible, responsive, and dynamic. These features are associated with organizations that are agile coined as Strategic Agility (SA). Overall, the study aimed to assess the impact of implementing strategic agility practices by deposit-taking SACCOS in Nairobi County on their performance. Precisely, the study examined the impact of resource fluidity, corporate governance dimensions and corporate foresight on performance of the Saccos.

Methodology: In this research, the theoretical review focused on three theories; socio-technical systems theory, the dynamic capability theory, and the agency theory. The research was descriptive in design and population was drawn from the 57-deposit taking Saccos in Nairobi County. The study included 196 staff members as the total population.

Findings: The findings were organized using frequencies, percentages, mean, and standard deviation. Regression analysis assessed the statistical significance of the relationship between specific strategic agility practices and performance among deposit-taking SACCOS in Kenya. The study showed that although resource agility and performance had a favorable relationship, the effect was not statistically significant. The second objective's results showed that corporate governance had a favorable, but statistically negligible, impact on SACCO performance. The study's findings also showed that corporate foresight significantly and favorably affected SACCO performance. Finally, the study demonstrated that inventive capability had a favorable and noteworthy impact on SACCO performance.

Unique Contribution to Theory, Practice and Policy: The study also recommended improving planning and communication strategies, particularly when making substantive changes to the organizational culture since clear communication can minimize resistance and ensure smoother transitions. The study further recommended that Saccos should maintain and enhance routine engagements with regulators to identify and address gaps in corporate governance practices which can lead to more robust governance frameworks.

Keywords: *Strategic Agility, Resource Fluidity, Corporate Governance Dimensions, Corporate Foresight, Performance*

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INTRODUCTION

The concept of strategic agility therefore is to highlight its key traits and showcase how crucial it is for different organizations to adopt it to achieve excellence and sustainability (Elali, 2021). Numerous organizations are currently facing a turbulent environment, where their operations and performance are significantly influenced by numerous factors such as technological advancements, complementary obligations, time-to-market pressures, and intense competition (Bondzi-Simpson & Agomor, 2021; Harsch & Festing, 2020). In such challenging situations, organizations must prioritize developing their ability to proactively sense and respond to external changes. Agility becomes a critical strategy for adapting effectively (Vaishnavi & Suresh, 2020).

The key Sacco's strategies in winning deposits include; customer association management, coaching and education, information technology and adherence to regulative frameworks. According to Sang, Kiiru and Wambugu (2021) the foremost effective strategy for promoting additional rise within the saving behavior in society is to support monetary deepening to boost monetary mediation, which given the very fact that monetary institutions' coverage of the urban areas is comparatively enough. Across the world, over 800 million people are reportedly members of SACCO institutions (Mbatha, 2020).

Zafari (2017) alluded that in the 21st century, characterized by a globalized and dynamic business environment, organizations face various challenges. These include rapid changes in domestic and international business policies across different industries in developed, emerging, and developing countries. In a study conducted in Indonesia to ascertain the role of strategic agility towards the firm performance of logistics service providers, (Nurjaman et al.,2021) argue that competition in various organizations encourages practitioners, entrepreneurs, and academics to examine the dynamic business environments that forces them to be as adaptive as quickly as possible. Further, they alluded that in the logistics sector, fierce competition, the dynamic type of service, and rapidly changing technology encourage enterprises to always be agile in determining the direction of the business. This study concluded that strategic agility positively influences a firm's performance.

According to Hailu and Tassew (2018) all diversification avenues such as sectoral credit, assets, deposit types and income streams are avenues in banks to make use of, to be able to exploit new viable ventures to add to their intermediation services that are regarded as traditional to accrue market power and as well withstanding stringent growing competition. In Nigeria, Odunayo (2020) alluded that for contemporary companies, agility is crucial for success as they face unknown time-to-market pressures, extra-ordinary competition, and globalization. Investigations from the scholars drew conclusions that the performance of Deposit Money Banks in Port Harcourt was positively impacted by strategic agility.

According to Central Bank of Kenya- CBK (2020), SACCOs undertake aggressive deposit mobilization, creation of internal incentives to attractive savings and insurance programs to cover member's savings and loans. Despite the great potential of SACCOs as agents for national development in the Country, they have performed poorly. SACCOs are unique in their operations and every decision made must be approached in a unique way and so is their measure of their financial performance. According to SASRA (2021), the country's SACCO business operations span a variety of sectors, with Nairobi County having the highest number of deposit-taking Saccos, totalling 43 with head offices in Nairobi County and 14 with head offices in other counties but branches in Nairobi. Kenya has 185 non-deposit and 176 deposit-taking Saccos. The bulk of these SACCOs are members of the county's largest sector, the service industry.

Statement of the Problem

Despite providing financial support and access to more than 48% of the adults and 82% of the small enterprises in Kenya, SACCOs have been grappling with fluctuating performance over the past five years. The DT-SACCOs' Return on Assets increased from 5.30% in 2018 to 10.05% in 2019 before decreasing to 9.91% in 2020, later increased to 11.33% in 2021 and finally decreased slightly to 11.2% in 2022. The non-performing loans in the DT-SACCOs grew from Ksh 36.87Billion in 2019 to Kshs.41.04Billion in 2020, Ksh. 46.27Billion in 2021 and further KShs.54.73Billion in 2022 (CBK, 2022). The ever-changing operating environment and high and stiff competition have forced SACCOs to craft strategies to help them remain successful (Sang, Kiiru & Wambugu, 2021).

Al Taweel and Al-Hawary's (2021) found that in Saudi Arabia, the capacity to innovate allows a business to develop new processes or inputs and produce innovative goods, while the strategic ability provides knowledge about the market and customers. While the above-mentioned study dwelt on the role of innovation capability as one of the strategic agility practices on the performance of corporations listed on the ASE, the industry though important, is structurally different from the Sacco industry which this study seeks to focus on. Kitur and Kinyua (2020) local spheres, conducted a study aimed at determining the relationship between organizational agility and corporate performance among tours & travel enterprises in Nairobi, Kenya. This study was conducted in Nairobi County but focused on the tourism sector and solely on non-financial criteria to gauge company success. Considering the above development therefore, this study aims to carefully examine how applying strategic agility practices can affect an organization's operations and performance as well as close the gap left by previous other studies.

Objectives of the Study

In general, this study sought to ascertain the influence of strategic agility practices and organization performance of deposit taking Saccos in Nairobi County.

Specifically, the research sought;

i. To find out the impact of organization resources fluidity on the performance of deposit taking Saccos in Nairobi County,
ii. To determine the effect of corporate governance dimensions on the organization performance of deposit taking Saccos in Nairobi County.
iii. To examine whether the corporate foresight dimensions of deposit taking Saccos in Nairobi County have an impact on organizational performance.
iv. To ascertain the influence of innovation capability on the performance of deposit taking Saccos in Nairobi County.

Theoretical Review

Socio-Technical Systems Theory

The Socio-Technical Systems theory is associated with Trist (1981), studies on dynamic systems. It postulates that an organization consists of technical and the social sub-systems that must be configured to suit the operational processes that are specific to its functions. Technical system consists of assets, technology and information while social system is made up of human resource capabilities such as skills and competences (Fischer & Hermann 2011). The social system designs the technical system through goal setting and processes that aid in achieving firm objectives (Savaget & Acero, 2018). These systems, however, are broadly presented in the theory and there is need to delimit the aspects that are applicable to specific organization. Thus, for an organization to achieve strategic capability, it must prepare its employees to be smarter, more flexible and knowledgeable than its competitors. In the context of the study, it supports resource fluidity variable and specifically on the aspect of human resource capability and innovation capability because technical and social systems interact to create a new or innovated product.

The Dynamic Capability Theory

In an effort to adjust to quickly changing environments, a firm must have the potential to deliberately adapt its resource base and be able to integrate, develop, and reconfigure internal and external competences. In an attempt to bridge gaps, David Teece and Gary Pisano defined this concept by adopting a process approach to serve as a stop gap between firm resources and the changing business environment. Through dynamic resources a firm can modify its resource combination and so preserve the property of the firm's competitive edge, which would otherwise be swiftly lost (Teece, et al,1997).

The dynamic capabilities approach addresses relevant firm capabilities to adapt to fast change in an environment that threatens a firm’s competitiveness and survival. Foresight is the specific activity that corresponds with the sensing process of dynamic capabilities and hence contributes to the adequate reconfiguration of the resource base, an increased innovativeness, and firm performance. This theory is essential in this enquiry as it supports the aspect of strategic foresight to explain that firms should have the ability to change their resource base and direction to achieve better performance as and when needed.

The Agency Theory

Alchian and Demsetz (1972) established this idea, which was subsequently expanded (Jensen & Meckling, 1976). It refers to the relationship between the principals, shareholders, and agents, such as firm executives and managers. In this notion, shareholders, the company's owners or principals, pay agents to execute labour. Principals assign corporate operations to directors or managers, who act on behalf of the shareholders (Clarke, 2004). In the context of corporate governance, managers serve as agents, while shareholders serve as principals. The idea divides the firm into two participants: managers and shareholders. Organizations that use this model would have their performance measurement and reporting limited to indicators such as returns on investments, profits or surplus and earnings per share. In the current study context, the theory will be utilized in underlining how good corporate governance can be leveraged towards improving organization performance.

Empirical Review

In Russia, Gotchev (2020) researched on whether human resource management operations have an effect on financial performance of banks and particularly with a focus on selection, training, compensation and employee participation .In their study they concluded that whenever there is a highly scientific and rigorous selection system where line managers and HR managers both participate in selection, valid and standardized tests are used for the selection of those who have desired knowledge, skills and attitudes, the performance of banks moves up. They concluded that human resource management practices identified have a positive impact on organizational performance.

A study was recently done by Efuemo et al., (2022) with focus on three dimensions of consumers' agility: budgetary flexibility, resource reallocation and use, and firm size flexibility. According to the researchers, globalization's capacity to increase competition, alter consumer preferences, and cut down on product and service lifespans has led to a demanding and dynamic organizational performance. The investigation, which was conducted in Nigeria's manufacturing industry, adopted one technique and a descriptive survey design and obtained data from 196 questionnaires to the personnel of a few specifically selected companies. The study's findings demonstrated that consumers' agility enhanced firm performance and maintained that the solution for accomplishing higher performance and production is to shift from traditional business procedures to value-added development in terms of fluid resource mobility and ecologically conscious applications.

Kogo (2018) carried out an inquiry on organizational capabilities and performance of insurance firms in Nairobi city county, Kenya. One of the specific objectives was to find out the effects of human resource capabilities on performance of the insurance companies. Human resource management aims to ensure that the organization obtains and retains the skilled, committed and well-motivated workforce it needs. This means taking steps to assess and satisfy future people needs and to enhance and develop the inherent capacities of people with their contributions, potential and employability by providing learning and continuous development opportunities.

Mazikana (2019) investigated how corporate governance practices affect the financial performance of SMEs in Kariba's Kapenta fishing industry. The study included fifty small and medium firms. The study used descriptive, exploratory, and sequential methodologies and revealed that excellent corporate governance practices considerably enhanced the financial performance of SMEs in Kapenta. Ausloos (2021) whose main objective was to examine the impact of good corporate governance on financial performance of 252 United Kingdom non-financial listed firms. The conclusions reached revealed varied findings: a positive or negative link, but occasionally no effect, of corporate governance procedures on the financial success of these organizations. Board size and independent board members were predictive of both financial performance indicators. Audit committee meetings had some influence on financial performance, but CEO duality had no effect on either measure.

In Kenya, Ncurai and Rambo (2022) sought to investigate the influence of corporate governance on the performance of Deposit Taking SACCOs. With focus on board structure as the key element of governance, the study examined the governance of licensed Deposit Taking Saccos in Kenya from 2014-2018. Nduati (2021) sought to examine the correlation between corporate governance and financial performance in insurance organizations from 2013 to 2018. The information was gathered from 51 insurance companies licensed to operate in Kenya. The Regression study found that corporate governance significantly affects the financial performance of insurance companies. The findings showed that, while board composition had a negative influence on financial performance, board diversity and independence had a significant positive impact on insurance companies' financial success.

A study was conducted by (Onyema et al;2020) in Nigeria to determine the degree at which oil servicing companies' corporate foresight in the Niger Delta Region influenced the firm's sustainability in that region and how the firms can take advantage of future competitive advantages. The study leveraged on the fact that both corporate foresight and organizational sustainability were forward-thinking activities hence they supported each other and that they are built on similar managerial processes. The study concluded that it was important for oil firms in the Niger Delta to project into the ever-dynamic business environment and produce consolidated solution. This would be possible if the firm adopted corporate foresight as a continuous global competitive survival strategy for now and in the future.

In Kenya, Asser and Njeru, (2018) undertook a study on one of the major dimensions of corporate foresight; environmental scanning practices on the impact on performance of commercial based state parastatals in Kenya. In the study, they found out that environmental scanning practices were a key activity in their daily workflow and had a significant positive influence on performance hence only those state corporations that responded to dynamic and hostile environment had a competitive edge leading to better performance. In conclusion, the study asserted that in order to sustain their position in business, there is need for organizations to keep in balance with environmental changes. According to Elmi and Kinyua (2022) some of the constructs used by management to visualize images of how the future has evolved include surveying the surroundings, integration capacity and strategic selection for the purpose of developing a direction that is beneficial from an organizational point of view.

Khalid (2021) sought to examine the role of enterprise agility and its impact on both workforce agility and innovativeness through a configurational analytic framework. The study further conducted analysis for IT sector industries and other industries to examine if the IT sector companies are more agile and innovative than other industries. The study found that enterprise agility leads the process development and efficient activity management that could reduce the cost for companies. Al-Romeedy (2019) studied strategic agility as a competitive advantage in airlines with innovation as a variable. The study adopted a case study review of Egypt Air. The study indicated that there was high agility within the company. The study further identified that level of innovation uptake increases the company's strategic agility and thereby increase the performance of the organization. The study indicated that strategic agility was also key to the competitive advantage of the firm through improving service delivery, process flexibility, and innovation capacity.

Mugambi and Kinyua (2020) sought to determine the influence of innovation agility on performance of Commercial Banks in Nairobi, Kenya. The study which applied descriptive research design targeted 42 commercial banks. The study established that innovations capability positively and significantly affects performance as it determines organization's productivity and effectiveness specifically, services are improved to serve customers better, the bank engages in creating new markets and that employees help in improving the existing bank. The study recommended that banks must increase their services' agility, as current ideas easily seized enables banks to adjust to meet new customer needs and market changes and in turn remain competitive in this era of increased competitiveness and digitization.

METHODOLOGY

This study employed a descriptive research design. As indicated by Cooper and Schindler (2014), the study utilized a descriptive research plan. The elucidating research gathered information to address questions concerning the ebb and flow status of the subject under study. The focus populace for this study was 57 deposit taking Saccos in Nairobi County. The population of study in this research was the Deposit Taking SACCOs in Nairobi. The unit of observation constituted the top and middle level management staff in the finance, corporate communication, marketing and research, IT and Human Resource departments concerned with dynamic capabilities and organizational competitive advantage in the targeted DT SACCOs. The sample size for the study will be 196 respondents from the DT-Saccos. The study employed a self-administered semi-structured survey tool will be utilized as the instrument for collecting both subjective and quantitative data. The study employed both qualitative and quantitative analysis. The collected data was edited, sorted and coded into SPSS 23 for descriptive and inferential statistical analysis. For the descriptive statistics, the research utilized frequencies, means and standard deviation. Further inferential statistics were conducted using correlation and regression summary.

FINDINGS AND DISCUSSION

The survey indicated that majority of the respondents 60% were male officials in the Saccos with 40% comprising of women executives showing increased diversity in the senior position at the Saccos. The analysis revealed that 49% were between 31-40 years, 32% are 41-50 years with only 3% being over 51 years. The research showed that 16% of the leaders had a postgraduate degree with 50% having an undergraduate degree showing high education qualification among senior officials. Lastly, the analysis revealed that of most of respondents, 35% have worked for at least 3-5 years, 34% for 6-10 years and 17% had less than 2 years.

Results revealed that for most of Saccos, 35% were in operation for 11-20 years, 29% for over 20 years and 8% for less than 5 years. This demonstrated that the Saccos have operated for a lengthy period within the country thus providing the needed information to this study. The research showed that 39% had at least 6-10 branches, 45% had less than 5 branches while 15% had over 10 branches indicating an expansive branch network within Saccos.

Correlation Analysis

The research conducted correlation analysis with an aim of determining the direction of the relationship between the variables. The correlation coefficient ranges between -1 & +1 with higher values showing stronger association.

Table 1: Correlation Results

			Sacco Performance	Resource Agility	Corporate Governance	Corporate Foresight	Innovation Capability
Spearman's rho	Sacco Performance	Correlation Coefficient	1.000				
		Sig. (2-tailed)	.				
		N	157				
	Resource Agility	Correlation Coefficient	.141	1.000			
		Sig. (2-tailed)	.079	.			
		N	157	157			
	Corporate Governance	Correlation Coefficient	.240**	.281**	1.000		
		Sig. (2-tailed)	.002	.000	.		
		N	157	157	157		
	Corporate Foresight	Correlation Coefficient	.373**	.168*	.341**	1.000	
		Sig. (2-tailed)	.000	.036	.000	.	
		N	157	157	157	157	
	Innovation Capability	Correlation Coefficient	.401**	.184*	.205**	.416**	1.000
		Sig. (2-tailed)	.000	.021	.010	.000	.
		N	157	157	157	157	157

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

The first objective focused on the effect of resource agility of the Sacco performance within Nairobi County. The analysis established there was a weak positive relation between resource agility and Sacco performance (r = .141, N (157), sig = .079>.05). The second objective sought to establish the effect of corporate governance on the Sacco performance within Nairobi County. Findings established there was a positive weak and significant relation between corporate governance and Sacco performance (r = .240**, N (157), sig = .002<.05).

The third objective sought to establish the effect of corporate foresight on the Sacco performance within Nairobi County. Findings established there was a positive weak and significant relation between corporate foresight and Sacco performance (r = .373**, N (157), sig = .000<.05). The fourth objective sought to establish the effect of innovation capability on the Sacco performance within Nairobi County. Findings established there was a positive moderate and significant relation between innovation capability and Sacco performance (r = .401**, N (157), sig = .000<.05).

Regression Analysis

A multiple linear regression was estimated in the research to determine the magnitude of relationship between strategic agility dimensions and the performance of Saccos. The findings are shown in this section.

Table 2: Regression Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.533[a]	.285	.266	.23583	2.277

a. Predictors: (Constant), Innovation Capability, Corporate Governance, Resource Agility, Corporate Foresight
b. Dependent Variable: Sacco Performance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.363	4	.841	15.116	.000[b]
	Residual	8.454	152	.056		
	Total	**11.817**	**156**			

a. Dependent Variable: Sacco Performance
b. Predictors: (Constant), Innovation Capability, Corporate Governance, Resource Agility, Corporate Foresight

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.974	.223		13.357	.000
	Resource Agility	.006	.033	.013	.179	.858
	Corporate Governance	.009	.050	.014	.186	.852
	Corporate Foresight	.179	.036	.388	4.933	.000
	Innovation Capability	.111	.040	.217	2.734	.007

a. Dependent Variable: Sacco Performance

The overall regression model resulted in a coefficient of determination (R^2= .285) which implied that 28.5% of the changes affect the performance of the Saccos in Kenya. The study showed that holding other factors constant; innovation capability, corporate governance, resource agility, corporate foresight positively contributed to the performance of Saccos. The ANOVA analysis was able to yield an ***F-value = 15.116, df = 156, Sig =.000<.05***. These results confirmed the presence of a positive and significant relationship between strategic agility and the performance of Saccos in Nairobi County.

The results on resource agility showed a coefficient **β_1 = .006, t = .179, sig = .858>.05** implying there was a positive and insignificant effect of resource agility on the performance of Saccos in Nairobi County, Kenya. The study findings were contrasted by Efuemo et al. (2022) who demonstrated that consumer agility significantly enhanced firm performance while highlighting the importance of shifting from traditional business practices to value-added development, including fluid resource mobility. Similarly, the findings were inconsistent with Dewi, Mimba, and Sudana (2019) who identified a significant positive effect of intellectual capital and CSR on hotel profitability. This study underscores the broader concept of resource utility, misaligning with the notion that resource utility has any significant effect on performance.

The findings on corporate governance showed a coefficient **β_2 = .009, t = .186, sig = .852>.05** implying there was a positive and insignificant effect of corporate governance on the performance of Saccos in Nairobi County, Kenya. The study findings were supported by Ausloos (2021), who found mixed results, with some governance methods having a significant effect on performance and others not. The study by Ausloos (2021) emphasizes the heterogeneity in the impact of corporate governance mechanisms on performance. The mixed results support the current study's finding of an inconsequential effect, indicating that the impact of governance methods varies greatly depending on the unique mechanisms and setting. In Kenya, the findings were also supported by Ncurai and Rambo (2022) who found an insignificant positive connection between corporate governance dimensions and SACCO performance. The findings are closely aligned with the current study, suggesting that the challenges related to corporate governance in SACCOs may be a common issue. However, the findings were contrasted by Nduati (2021) who found significant effects of corporate governance on financial performance, particularly through board diversity and independence.

The analysis of the third variable corporate foresight yielded a coefficient **β_3 = .179, t = 4.933, sig = .000<.05** implying there was a positive and significant effect of corporate foresight on the performance of Saccos in Nairobi County, Kenya. This indicated that corporate foresight can positively improve performance of Saccos by a factor of .179 (17.9%). The study findings were fully supported by Rohrbeck et al. (2018) who demonstrated a strong positive influence of corporate foresight on firm performance, with firms showing higher profitability and market capitalization growth if they were future prepared. Additionally, Onyema et al. (2020) findings are in line with the current study, as both studies highlight the value of corporate foresight in enhancing organizational performance and sustainability. Asser and Njeru (2018)'s findings that environmental scanning had a significant positive influence on performance are also similar to the current study findings. Both studies emphasize the importance of foresight and environmental scanning in improving performance thus supporting the idea that being responsive to external changes is crucial for organizational success.

The findings on the fourth objective innovative capability foresight yielded a coefficient **β_3 = .111, t = 2.734, sig = .007<.05** implying there was a positive and significant effect of innovative capability on the performance of Saccos in Nairobi County, Kenya. This indicated that innovative capability can positively improve performance of Saccos by a factor of .111 (11.1%). Ilmudeen (2020)'s results are also consistent with the current study, as both show that innovation agility significantly enhances firm performance. The two studies highlight the importance of innovation in navigating turbulent business environments and achieving better performance outcomes. Similarly, findings by Al-Romeedy (2019) support the current study by demonstrating that innovation is a critical component of strategic agility, which positively affects organizational performance. The studies highlight the role of innovation in enhancing competitive advantage and operational efficiency. The findings also align with the findings by Mugambi (2020), as both demonstrate that innovation capabilities are crucial for enhancing performance as well as highlight the role of innovation in improving productivity, meeting customer needs, and staying competitive.

European Journal of Business and Strategic Management
ISSN 2518-265X (Online)
Vol.9, Issue 3, No.5. pp 91 - 105, 2024
www.iprjb.org

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study revealed that while there was a positive relationship between resource agility and performance, the effect was statistically insignificant. This indicates that although there is a tendency for SACCOs with higher resource agility to perform better, the relationship is not strong enough to be considered significant among Saccos in Nairobi County. The results from the second objective indicated a positive but statistically insignificant effect of corporate governance on SACCO performance. This implies that while good corporate governance practices are associated with better performance, the relationship was not strong enough to be considered significant.

The study results also indicated a positive and significant effect of corporate foresight on the performance of SACCOs. This finding underscores the importance of forward-looking practices and strategic anticipation in enhancing the performance of these institutions. The significant positive impact of corporate foresight on SACCO performance further shows the importance of strategic anticipation, environmental scanning, and adaptive planning. Finally, the study demonstrated that innovation capability had a favorable and noteworthy impact on SACCO performance. These results suggest that SACCOs are likely to do better than those without more capacity for innovation. These practices include training staff, modernizing operations, recognizing creative ideas, and facilitating knowledge sharing.

Recommendations

The study recommends that SACCOs should develop more flexible mechanisms for reallocating resources to respond swiftly to changes in the environment. This may include adopting dynamic budgeting processes that can accommodate sudden shifts in market conditions. Additionally, Saccos should also reinforce adherence to codes of ethics across all levels of the organization by conducting regular training on ethical standards and the importance of corporate governance. SACCOs can also explore new initiatives to support community programs to further integrate social responsibility into their core business strategies.

The study recommends increasing investment in market research and benchmarking activities. SACCOs should regularly compare their performance and practices with leading organizations to identify areas for improvement. Furthermore, Saccos should develop more comprehensive environmental scanning processes to collect and analyze information relevant to the organization's external environment which can help in making more informed strategic decisions. The study further recommends that Saccos should ensure that adequate resources, including materials, funds, facilities, and information, are consistently available to support innovation activities. SACCOs should adopt the latest technologies to enhance efficiency and service quality.

Policymakers should develop and enforce comprehensive corporate governance standards that SACCOs must adhere to. These standards should emphasize stakeholder collaboration, ethical behavior, diversity, and regular engagement with regulators. The government should also create incentives for SACCOs to invest in innovation and modernization. This can include tax breaks, grants, or subsidies for adopting modern technologies, modernizing operations, and conducting employee training on innovation. The findings provide for the resource-based view of the firm to be expanded to incorporate the concept of resource fluidity and agility. This includes understanding how flexible allocation of resources can impact organizational performance. The study also recommends development of comprehensive theories on strategic foresight which should include detailed models that explain how foresight activities, such as environmental scanning and adaptive visioning, contribute to organizational agility and performance.

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