

The Effect of Moderation Role of Institutional Factors On Performance of Savings and Credit Cooperative Societies in Tanzania

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ABSTRACT

The study was conducted in Tanzania intending to assess the effect of moderation role of institutional factors on performance of SACCOS in Tanzania. The objective of the study was to determine the relationship of training, recruitment and incentive as independent variables to the moderation roles of institutional factors norms, rules and culture on performance of SACCOS in Tanzania. The study was guided by Institutional theory. It used positivist research philosophy and deductive research approach. The researcher adopted explanatory research design and used simple random sampling technique. Primary data collected by using structured questionnaires from 143 SACCOS in Dar es Salaam region. Sample of 143 was selected from population of 517 SACCOS. Data was analysed using multiple regressions with the assistance of IBM SPSS version 26. The findings suggested that moderation factor culture had positive and significant effect on performance of SACCOS. The study recommends the Government through Tanzania Cooperative Development Commission (TCDC) to set policies which will guide all SACCOS in Tanzania to establish a department of human resource management to ensure culture is given emphases in the institutions,

Keywords:

Performance, SACCOS, moderation role and institutional factors

INTRODUCTION

Savings and Credit Cooperative Societies (SACCOS) contributed positively to poverty reduction by providing financial assistance to the poor and marginalized groups through mobilization of funds from members where at the end; such funds are borrowed by the members for investment (Mmary and Thingane, 2019). Despite of the positive achievements of SACCOS, some are still encountering challenges such as lack of operation skills and the absence of strategic and business plans to use as tools in the day-to-day management of their businesses (Mwita, 2024). Inadequate human and financial resources to facilitate implementation of the Tanzania Cooperative Development Commission's (TCDC) directives, high dependence on external finance, dishonest of some cooperative leaders and management teams that lead to embezzlement of funds, inability to address external auditor's queries and mismanagement of assets (TCDC, 2022). Alserham, (2021); Alsaham, (2021); Gulzar, (2019) conducted a study in the Philippines, Italy, Indonesia, Turkey and India, to examine the impact of human resources management practices on performance of savings and credit cooperative societies.

The studies revealed that training, recruitment and incentives, were the most practised which increased the effort of the management system to realize better financial performance. (Saqib, 2021; Reimara, 2021; Zala, 2020) conducted research in Indonesia, Pakistan, Russia and Dubai the studies found a positive and significant relationship between the independent variables training, recruitment and incentive on organizational performance. Their studies did not use the moderation role of institution factors.

Abraham & Jared (2022); Barpanda & Bontis, (2021); Muithya & Muathe, (2020); Eyupoglu & Tashtoush, (2020); Ofei et al., (2020) and Owino & Kibera, (2019) in Ethiopia, Ghana, South Africa and Kenya, The studies suggested that if an organization invests in training and recruitment their employees will work hard to achieve the organisation goals thus will improve the performance of SACCOS. The gap between these studies neither used incentive as an independent variable nor the moderation role of institution factors. In Tanzania, studies conducted by Daudi & Mbugua, (2021) examined the impact of human resources management practices on the performance of savings and credit cooperative societies. The studies revealed that recruitment, training and incentives, were the most practised, which increased the effort of the management system to realize better financial performance. However, the studies did not use the moderation role of institution factors.

Literature Review

1. Institution

Is referred as an organization that is organized well in all matters about its structure expected to contribute positively in economic social and political to enable decision-making in the organization (Rodner, 2020). Elijah (2023) defines institutional factors as the rules, norms, structures, and cultural practices within an organization or society that influence the functions. These entire factors in one way or another can affect or shape the behaviour, decisions, and performance of individual and organization in general by establishing guidelines and expectations for how things can be done. These institutions factors can include regulations, policies, organizational culture, governance structures and external pressures. This study adopted the definition by Elijah (2023) because it shows the essence on how institution factors create the framework within which individuals and SACCOS operate.

2. Performance of SACCOS

According to Saqib et al., (2021) performance of SACCOS is an ability of a SACCOS to generate revenue, manage, costs and maintain financial **sustainability**. Generally it includes metrics like profitability, liquidity, asset quality and capital adequacy in which in one way or another collectively determine the financial health and growth potential of the SACCOS. Mmari and Kapaya, (2022) defined performance of SACCOS as a state in which SACCOS can deliver its services to members effectively and efficiently. SACCOS have been established by members, who must judge its performance to determine if the organization is accomplishing the objectives that led to its formation. Performance of SACCOS will be evaluated based on the objectives that led to its inception. It means quantify and quality increase of services and increase in profit of the institution. Increase in customers, increase in capital and opening of branches of the institution captures quantity performance,

while the way the board uses its policies and regulations to offer services to the members, level of the customers satisfaction means the quality performance. Based on the above two definitions this study was adopted the first definition by Saqib et al., (2021) because it focuses more on financial performance rather than operational performance.

Theoretical Review

1. Theoretical Review

The study is guided by Institutional theory which addresses why all organizations in a field tend to look and act the same (DiMaggio & Powell, 1983). Scholars like Max Weber, Emile Durkheim, and Talcott, developed it in the early 20th century. The theory was developed as a theoretical framework in sociology to explain the social structure (Schman, 1995). The organization has a formal structure that include; norms, rules and regulations, culture and values. Institutions are considered a way through which people are shaped and regarded by the formal structure which is independent. An organization which is well organized in all matters pertaining to its structure it expected to contribute positively in the area of economy, social and political systems in which it enables to enforce decision-making (Rodner, 2020).

The theory assumes that in Social construction of reality, the theory assumes that institutions shape and define the norms, culture, rules and regulations within a society or organization. These constructs influence behaviour and decision-making processes. Also assumes that stability and change in the institutions are viewed as stable over time, but they can provide stability and can also be influenced by external pressures and internal dynamics, leading to change. The big weakness of the old institution theory is that it lacks a clear knowledge base because it is treated as a methodology rather than a theory. However, many scholars support it as the best theory for studying organization because it is comprised of the organization variables structure, norms, values, rules, legal, policies, regulation, economics, politics, and culture (Rosenzweig & Singh, 1991). The theory did not succeed in explaining the transferability concept that the past firm's characteristics can be transferable to the succeeded firm and ignores the changes which can be brought in by geographical distance. It focuses on dynamics changes in the organization rather than individual interest (Saqib et al., 2021).

The theoretical contribution from other scholars is to encourage management to use hygiene factors in their organization to increase the motivation of employees. The gap between this study and others is that previous studies did not consider the moderation role of institution factors.

2. Empirical literature review

The moderation role of institution factors norms, rules and culture on performance of SACCOS. Norms are collection of accepted standards, steps or procedures of behaving or doing things in a particular society, group or organization that are created to shape individuals to be in a more standard manner and to be agreed upon by all members within that society. Iserhan and Shbail, (2020) agree that for the organizations to realize its performance in both short run and in the long run their employees must be clearly abide by the norms of the organizations. Thus it is hypothesised that: Hypotheses (H-4): Institutional factor norms significantly

moderate the relationship between independent variables on performance of SACCOS. Rules these are accepted principles and instructions created by particular institutions for a specific purpose. Odero et al. (2019) conducted a study on moderating the effect of legal factors on the relationship between strategic leadership practices and the performance of deposit-taking SACCOS in Kenya. The results indicated that legal factors had a significant moderating influence on the relationship between strategic leadership practices and the performance of deposits. The weakness of the study was that it did not consider training, recruitment and incentives. Mwita et al, (2022) conducted a study on the influence of recruitment and selection on the performance of SACCOS in Tanzania. The study revealed that organizations which adhere effectively to regulations are likely to perform well, especially in the area of financial and employee satisfaction. The study did not consider the relationship of incentive as IV on the performance of SACCOS. Thus it is hypothesised that: Hypotheses (H-5): Institutional factor rules significantly moderate the relationship between independent variables on performance of SACCOS.

Culture is the general systems which include learned and shared beliefs, norms, language, symbols and values that particular groups in the society use to identify themselves and give the general provision of selected framework within which attributes can decide the way the society lives and works (Wong, 2023). Culture in the organization context includes a general understanding of all company beliefs, values, and attitudes. These go together with the situation on how the component above influences the behaviours of its employees (Heinz, 2024). The organizations which are more likely to embrace their culture positively are likely to realize more profit than those which are not developing its culture, which is the necessary pillar for organisational performance. According to Eyupoglu & Tashtoush (2020), SACCOS, which is well in implementing its business culture effectively performing high in all of its products compared to the one that ignores culture in conducting business thus it is hypothesised that: Hypotheses (H-6): Institutional factor culture significantly moderates the relationship between independent variables on performance of SACCOS.

METHOD

The researcher adapted positivist philosophy. The study used a deductive research approach, which is the most appropriate one as it helps to examine and describing the interactions among variables (Saunders et al., 2019). The study used a quantitative research approach. It was adopted because it enables the researcher to measure independent and dependent variables simultaneously (Sunder et al., 2019). Data was collected by simple random sampling and purposive methods using questionnaires and analysed by using IBM SPSS version 26. The researcher used explanatory research design to achieve the stated objectives which is a method that is appropriate for studies involving quantitative data and is associated with the deductive approach (Sileyew, 2019). The scope of this study was limited to the effect of moderation role of institution factors norm, rule and culture on performance of SACCOS in Tanzania. The study concentrates on licensed SACCOS in Dar es Salaam region, where many SACCOS exist. Dar es Salaam region was selected

simply because it has a high number of licensed SACCOS compared to other regions in the country. Dar es Salaam has 214 licensed SACOOS with 779,103 members having total savings of Tsh. 398,745,400,444, total loan amount Tsh. 833,520,995,830, with a penetration rate of 41% (TCDC, 2023). Another factor for selecting the area since pre-independence period Dar es Salaam has been the economic hub for boosting the economy of the people in the country (Mmari and Kapaya 2022). The population for this study included registered SACCOS in Dar es Salaam region. The number of registered SACCOS in Dar es Salaam region by 2023 was 517 TCDC, (2023). In this study, the researcher used simple random sampling and purposive sampling methods. Simple random method was used to select SACCOS from the list of five districts in Dar es Salaam region; namely, Kigamboni, Kinondoni, Ilalal, Temeke and Ubungo. The advantages of using simple random method have no bias on selecting respondents. However, it is difficult in getting access to a large population, due to time consuming and costs. Purposive sampling was used to select heads of human resource departments who tend to be rich in information about the researcher's goals. The following formula by Daniel (1999) was used to calculate sample size: $n = (z^2 * p * (1-p) / e^2) / (1 + (z^2 * p * (1-p) / (e^2 * N)))$ Where $z=1.96$ for a confidence level (α) of 95%, p = proportion (expressed as a decimal), N =population size, e =margin of error. The study used structured questionnaire with closed ended questions were designed for respondents in human resource department for primary data and it was distributed both online and hand delivered. Secondary data was collected from the office of the Regional Assistant Cooperative Officer in Dar es Salaam Region mainly (TCDC 2022) annual report. The researcher applied this step in order to identify and correct any inaccuracies and inconsistencies in the data set. The procedure for error check involves frequency distribution, descriptive statistics and visual inspection (Kothari, 2023). The second step was to check for missing variables and the objective was to identify variables with missing data and determine how to handle them. The coding process was handled by assigning numerical or categorical codes for easier analysis. The next process was to enter-data in IBM SPSS for analysis, and the last process was to clean the data to prepare the dataset by correcting errors, addressing missing data and ensuring its consistency (Kothari et al., 2023). Data analysis was conducted by using IBM SPSS Software Version 26. Multiple linear regression analysis, descriptive statistics and hierarchical linear regressions were employed to show the data analysis and presentation.

RESULTS AND DISCUSSION

There were 5 questions that were used to analyse the information from human resources managers. The results of the study on the age of respondents indicated that 50.4% of the respondents were above 66 years of age which indicates that old people tend to be honest and loyal to their employers also, majority are members of the SACCOS. Respondent distribution by gender, showed that males are the majority of the respondents, which were 74.4% this is because males can do hard works like loan recoveries compared to women who are best in clerical or office works. Respondent's distribution by marital status indicated that married respondents were represented with 70.7% of all respondents' shows that married

people are settled due to family matters. Respondents of level of education findings showed that, 64.7% of the respondents had managed to attend certificate level because high educated employees need high salary and high turnover to look for green pastures. Respondent's distribution by working experience showed that 61.7 of respondents had working experience of above 20 years because in SACCOS there is no staff retrenchment.

Descriptive Statistics

To test the statistical significance of the interaction of the moderating effect norm, rule and culture on independent variables training, recruitment and incentive on how it affects the performance of SACCOS First, the researcher regressed moderating variable to each independent variable to realize the extent the moderating variables altered the change to an independent variables which directly caused the change to dependent variable. The result for each dependent variable was indicated as follows before introducing the moderating variable, the observed value IN model 1 for RE was $B=114$, TR 0.307 and incentive $B=0.469$ after introducing moderating rule in model 2 the result was just as follow recruitment and rules ($RE \times R$) $B=0.115$, training and rules ($TR \times R$) $=0.308$ and incentive and rules ($IN \times R$) $=0.473$, $P < 0.561$. This result indicated that there was a slight change of 0.001(0.115-0.114), 0.001(0.308-0.307) and finally 0.004. This result implied that there was very slightly change of moderating variable in an independent variable which could lead to the change in dependent variable thus reject the hypothesis (H5) *which stated that institutional factor rules significantly moderate relationship between independent variables on performance of SACCOS*. After introducing norm to model 1, the result was recorded as follows: recruitment and norms ($RE \times NO$) $B=0.098$, training and norms ($TR \times NO$) $B=0.298$ and incentive and norms ($IN \times NO$) $B=0.436$, $P < 0.151$. This caused the slight change of (-0.016, 0.009 and 0.033). Therefore this result does not support the hypothesis (H4) *which stated that institutional factor norms significantly moderate relationship between independent variables on performance of SACCOS*. Culture was another moderation variable which was introduced in the equation. The result was indicated as follows recruitment and culture ($RE \times CU$) $B= -0.148$, training and culture ($TR \times CU$) $B=0.303$, and incentive and culture ($IN \times CU$) $B=0.424$, $P < 0.001$ so there were slight changes of (-0.262, 0.004, and 0.045) despite of slightly change still this analysis contains $P < 0.001$ for all variables, which automatically supports the hypothesis (H6) *which states that institutional factor culture significantly moderates the relationship between independent variables on performance of SACCOS*.

Analysis of Institution Factors of Moderating Variables Norms, Rules and Culture on the Independent Variable Training, Recruitment and Incentive on the Dependent Variable Performance of SACCOS. Norms have no significant effect on the independent variable (RE, TR, and IN) to the dependent variable performance of SACCOS. This also is an indication that the way individual employees behave to conduct their daily operations within the SACCOS can impede individuals who can dare to come up with new ideas, solutions and strategies within their SACCOS (Kabue et al., 2023).

Rules the result from the analysis indicates that rule ($B=-0.006$, $P < 0.961$) this result does not have a significant effect on independent variable training, recruitment

and incentive to the dependent variable performance of SACCOS this is an indication that presence of effective rule in the organization can prevent the growth of the organization by restricting new talent to show their ability in their particular areas of the SACCOS (Mwita, 2023). *Culture* showed significant effect on the independent variable recruitment training and incentive to the dependent variable performance of SACCOS. This result indicates how moderating institutional factor culture can improve performance of SACCOS.

These current findings are consistent with former empirical findings from other scholars such as Messabia et al. (2023), Kabue et al. (2023) and Miheso and Wangwe (2019), who in their studies noted that SACCOS, which are statics in their rules during their operation have the greater possibilities of run their business with loss to the reason that nowadays modality of conducting business in SACCOS have changed due to the advancement of science and technologies. Hamadamin and Atan (2019) indicated that SACCOS could not run their business by expecting particular results or running the business as usual manners or assuming particular standard can provide certain results rather than expecting change due to current competition and challenge which can happen during the operations. Finally, culture of a particular SACCOS can help to increase business's potential by enabling their employees to develop new ways of increasing profit within the SACCOS.

Discussion

Institution Factors of Moderating Variables Norms, Rules and Culture on the Independent Variable Training, Recruitment and Incentive on the Dependent Variable Performance of SACCOS

The analysis for moderating effect of rules, norms and culture on independent variable recruitments, training and incentive to dependent variable performance of the SACCOS was done effectively.

Norms

Norms have no significant effect on the independent variable (RE, TR, and IN) to the dependent variable performance of SACCOS. This also is an indication that the way individual employees behave to conduct their daily operations within the SACCOS can impede individuals who can dare to come up with new ideas, solutions and strategies within their SACCOS (Kabue et al., 2023).

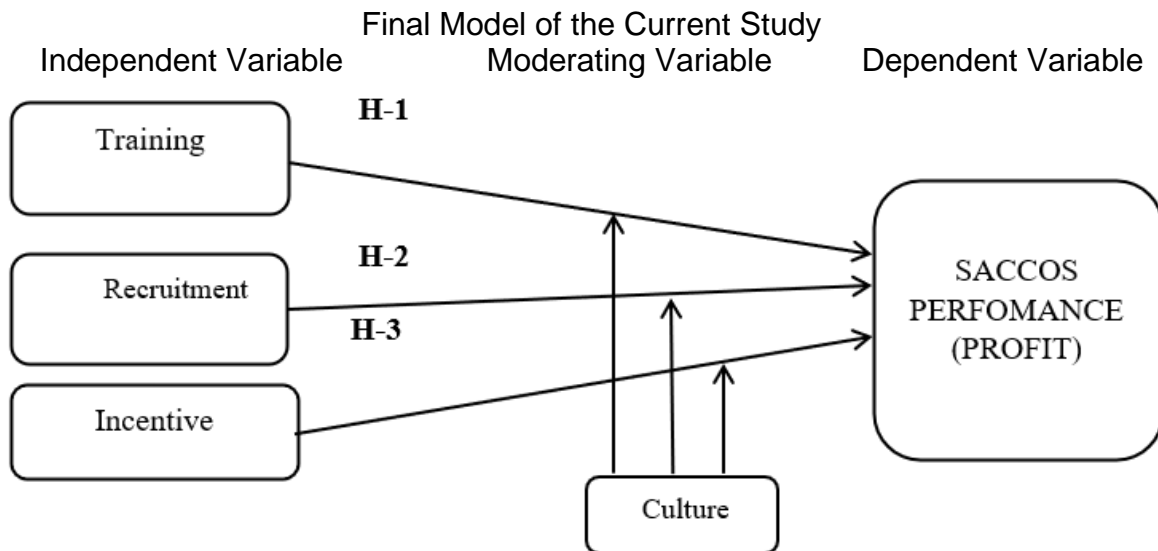
Rules

The result from the analysis in chapter four (table 4.8) indicates that rule ($B=-0.006$, $P<0.961$) this result does not have a significant effect on independent variable training, recruitment and incentive to the dependent variable performance of SACCOS this is an indication that presence of effective rule in the organization can prevent the growth of the organization by restricting new talent to show their ability in their particular areas of the SACCOS (Mwita, 2023).

Culture

Analysis shows that culture has a significant effect on the independent variable recruitment training and incentive to the dependent variable SACCOS performance. This result indicates how management train their employees on how to live, communicate, and associate with each other can open the new door to develop new strategies, techniques and methods of conducting the business in their SACCOS. The findings are consistent with former empirical findings from other

scholars such as Messabia et al. (2023), Kabue et al. (2023) and Miheso and Wangwe (2019), who in their studies noted that SACCOS, which are static in their rules during their operation have the greater possibilities of running their business with loss to the reason that nowadays modality of conducting business in the SACCOS have changed due to the advancement of science and technologies. In addition, Hamadamin and Atan (2019) indicated that SACCOS could not run their business by expecting particular results or running the business in usual manners or assuming particular standard can provide certain results rather than expecting change due to current competition and challenge which can happen during the operations. Finally, culture of a particular SACCOS can help increase business's potential by enabling their employee to develop new ways of increasing profit within the SACCOS.



Source: Researcher's Data, 2024

CONCLUSION

The study demonstrates that moderation role of institutional factors especially culture, have positive and significant effect on performance of SACCOS. Culture contributes improvement of employee productivity enhanced services delivery and overall organizational efficiency. Therefore, SACCOS should prioritize cultivating a positive organizational culture to drive long term performance and sustainability. The findings of this study have a significant contribution to academic literature as many other scholars have not explored the moderation effect of institutional factors culture linked with independent variables training, recruitment and incentive on performance of SACCOS. Former studies focused on the impact of training recruitments and incentives on performance of SCCOS without concentrating on moderation role of institutional factors (Alserhan et al., 2020), Studies done by Barpanda and Bontis, (2021), Odonyo, (2019) and Eyopogulu and Tashtoush, (2020) on financial institutions do not discuss on the moderation effect of institutional factors.

Recommendation

The study recommends the Government through Tanzania Cooperative Development Commission to set policies which will guide all SACCOS in Tanzania to establish a department of human resource management to ensure culture is given emphases in SACCOS, Board and management of SACCOS could emphasize on organizational culture in their institutions as a tool to improve performance of SACCOS.

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