

DETERMINANTS OF THE PERFORMANCE OF COOPERATIVE SOCIETIES IN BOMET CENTRAL, BOMET COUNTY KENYA

¹JOYCE CHEPKIRUI, ²MOSES M. M OTIENO

Abstract: Co-operatives have long been recognized to play an important role in societies that translate into the improvement of living conditions of their members. Being voluntary, democratic and self –controlled business associations, cooperatives offer institutional framework through which local communities gain control over the productive activities from which they derive their livelihoods. The goal of this study was to find out the determining factors that influence the performance of cooperative societies in Bomet Central Sub County in Bomet County. The following were the guiding objectives; to investigate the influence of management competencies on the performance of cooperative societies, to examine the extent to which organizational structure affect the performance of cooperative societies, to establish how Monitoring and Evaluation influence the performance of cooperative societies and to determine how corporate governance affect the performance of cooperative societies in Bomet Central. Descriptive research methodology was adopted in the research while stratified sampling was used to draw samples from selected active cooperative societies within the county. The target population was 1,356 members of active cooperative societies and a group 135 was sampled to represent the entire target population. The response rate was 88%. The quantitative data was analyzed using SPSS version 20 in order to present it in descriptive form while qualitative data was analyzed by use of the content analysis. The study found out that 76.4% of the respondents agreed that Management Competencies influenced performance of cooperative societies whereas 23.6% were for the contrary opinion 70% of the respondents were in agreement that Organizational Structure influence the performance of cooperative societies while 30% were of the contrary opinion. 72% of the respondents were of the agreement that Monitoring and Evaluation influenced the performance of cooperative societies while 28% went contrary to the opinion. A majority of 66% of the respondents agreed that Corporate Governance affected the performance of cooperative societies while 44% went contrary to the statement. The study recommends that cooperative societies should have well trained personnel who understand their roles effectively so as to facilitate and enhance the growth and sustainability of cooperative societies. It also recommends that cooperative societies should organize their operations in a manner that it can easily cope with the prevailing business environmental conditions and seize any opportunities that come forth with. Recommendations are also made to cooperative societies to establish strong Monitoring and Evaluation units where they do not exist, and strengthen them where they are already in existence. Another recommendation made was that cooperative management boards be provided with regular trainings through seminars and other capacity building activities to help them better understand their roles so as to boost the performance of cooperative societies in Bomet Central, Bomet County.

Keywords: Determinants of the Performance of Cooperative Societies.

LIST OF ACRONYMS AND ABBREVIATIONS:

GDP:	Gross Domestic Product
PCs:	Primary Cooperatives
ICA:	International Co-operative Alliance
KNBS:	Kenya National Bureau of Statistics
Kshs.	Kenya Shillings
MCDM:	Ministry of Cooperative Development and Marketing
MTP:	Medium Term Plan

International Journal of Novel Research in Humanity and Social Sciences

Vol. 5, Issue 4, pp: (212-228), Month: July - August 2018, Available at: www.noveltyjournals.com

SACCO:	Savings and Credit Co-operative Society
SME:	Small and Medium Enterprise
SPSS:	Statistical Package for Social Sciences
UWCC:	University of Wisconsin Centre for Cooperative
WOCCU:	World Council of Credit Unions
KUSCCO:	Kenya Union of Savings & Credit Co-operatives Ltd
SMCs:	Supply and Marketing Cooperatives
SASRA:	Sacco Services Regulatory Authority
KFA:	Kenya Farmers Association
KNCF:	Kenya National Federation of Cooperatives
ATM:	Automated Teller Machine
SMEs:	Small and Medium Enterprises
BOSA:	Back Office Service Activities
FOSA:	Front Office Service Activities

1. INTRODUCTION

1.1 Background of the Study:

The cooperative movement in its varied activities is worldwide and rightly described as a movement, indicative of its social as well as economic purposes. Today it is encouraged by governments, to achieve mass participation in national development and thereby provide the means to raise the standards of living for the mass of the people and more especially so within the scattered rural areas (Kiboi 2013). Since in any country the cooperative movement comprises the mass of individual cooperative societies federated as a national movement in different ways.

Co-operatives are perceived to be organizations which are mobilized and controlled largely by small producers, workers and other less economically endowed members of the society who own and obtain service and other benefits from them (KUSCCO, 2006). The statement of co-operative identify from ICA defines a cooperative as "an autonomous association of persons united voluntarily to meet their common economic social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise."

The impact of co-operative in the world economy is both extensive and impressive. It is estimated that there are 800 million people globally, who are members of the co-operatives and 100 million are employed by co-operatives. In nearly all developed countries, they have been the main contributors to economic growth and poverty alleviation. Europe has 58,000 cooperatives, with a membership of 13.8 million. In the US, there are an estimated 72,000 co-operatives with over 140 million members, including 90 million members of SACCOs. Studies have shown that co-operatives are more sustainable than other entities and boast impressive survival and growth rate.

In China, agricultural and rural cooperatives have experienced various challenges and changes as a micro-economic firm model. The road of development has been full of twists and turns since the founding of the People's Republic of China in 1949. Chinese agricultural and rural cooperatives also include rural credit cooperatives, rural community cooperative organizations, and new farmer specialized cooperatives. The history of China's SMCs can be divided into three main periods: the flourishing and growth period from 1949 to 1957, the zigzag and slow development period from 1958 to 1981, and the reform period from 1982 to present. The "Golden Age" of SMCs at the beginning of the Republic, from 1949 to 1957, SMCs developed smoothly and successfully. Government of the People's Republic of China set up the State Administration of Cooperative Business with responsibility for organization, guidance, and promotion of the development of supply and marketing, consumer, credit, transportation, fishery, and handicraft industry cooperatives for the whole country.

In India Primary Cooperatives Credit Societies (PCs) came into being after enactment of the cooperative credit societies Act in 1904. This Act was subsequently revised in 1912 to promote multi-purpose cooperatives and to organize non-credit cooperatives, the cooperatives picked up momentum only after the Reserved Bank of India recommended them in 1937 and the Five year plans provided state support for them.

In Nigeria, there are traditional and modern cooperative societies. The modern cooperative societies started in the country as a result of the Nigerian cooperative society law enacted in 1935 following the report submitted by C. F. Strickland in 1934 to the then British colonial administration on the possibility of introducing cooperatives into Nigeria. Cooperatives Societies in Nigeria like their counterparts all over the world are formed to meet people's mutual needs. Cooperatives provide locally needed services, employment and input to farmers, cooperatives also provide opportunities to farmers to organize themselves into groups for the purpose of providing services which will facilitate output of members. According to Nweze (2002) cooperative societies serve as avenues for input distribution

1.1.1 Importance of Cooperatives to the Kenyan Economy:

The ministry of Cooperative Development & Marketing (2014) estimated that the Cooperative movement, SACCOs included, employed over 300,000 people directly and 1.5 million people indirectly. Besides creating employment, cooperatives are also sources of income generating opportunities for many people. Accordingly, the Coop Africa paper adds in 2007, SACCOs in Kenya had over 6 million members, 98 per cent of whom were active in the lending activities of their cooperatives. It is therefore evident that the multiplier effect of cooperative membership would see the income generating opportunities spread to more people (Finaccess, 2009).

The Cooperative movement contributes over 31% of the country's national savings, having mobilized over Ksh. 170 billion in domestic savings. Up to 63% of the country's population also derives their livelihood, in one way or another from the movement. In view of all these, the importance of the movement in the goal of making Kenya a globally competitive and prosperous country with a high quality of life cannot be overemphasized (Kuria, 2011). From statistics, it is clear therefore, that the Kenyan economy is heavily dependent on the Cooperative sector. The economic impact of savings and credit co-operatives on the Kenyan economy extends to all sectors: Agriculture, Health, and Finance etc. Two types of SACCOs exist in Kenya: employer and rural-based. Statistics show that more than 1.5 million people in Kenya are involved in the SACCO movement (Financial Sector Deepening Survey, 2010)

1.1.2 Cooperative Societies in Kenya:

The first co-operative in Kenya was initiated by the European settlers in the Rift Valley in 1908. The cooperative was called Lubwa Farmers' Cooperative Society. It was not until 1931 when the cooperative society's ordinance became law that these societies could formally be registered as cooperatives. The first society to be registered under the new Act was the Kenya Farmers Association (KFA) which started as a company in 1923. A new ordinance was then passed in 1945 and a commissioner of co-operative was appointed the following year. By independence time, there were over 600 primary cooperatives in Kenya. Kenya National Federation of Cooperatives (KNFC) was formed in 1964, and in 1966 a new Act was passed under cap 490 of the laws of Kenya (Maina, and Kibanga, 2004)

There are 5,122 registered SACCOs out of the total 12,000 registered co-operatives, which is about 44% of the total number of co-operatives in Kenya. Out of the 5,122 SACCOs, 150 are rural SACCOs (commodity based) while the rest are Urban SACCOs (employee based). All SACCOs operate Back Office Service Activities (BOSA) and have been able to mobilize over Kshs 230 billion, which is about 31 percent of the national saving and granted loans to the tune of Kshs 210 billion (Ministry of Cooperative Development and Marketing, 2010). Cooperatives have registered tremendous growth since mid-1970s and have currently achieved an average growth rate of 25 percent per year in deposits and assets. SACCOs have grown tremendously and currently have about 3.7million members. The 230 SACCOs with FOSAs have diversified into specialized bank-like activities which include deposit taking, saving facilities, debit card (ATM) and money transfers both local and international (Ministry of Cooperative Development and Marketing, 2014). SACCOs play an important role of serving the financing requirements need of households, small and medium enterprises (SMEs). They encourage individuals to save thereby creating or accumulating capital which contribute to economic development of the country.

1.2 Statement of the Problem:

Investment is a prime component in any development effort as it is believed to be the surest way of enhancing income and promoting productivity with the intention to break through the vicious cycle of poverty (Mulanji, 2014). The objective of cooperative societies is to empower members through savings mobilization, disbursement of credit and ensuring cooperatives' long-term sustainability through prudent financial practice. (Ademba 2010, and Munjiri 2006).

The ever changing socio-economic landscape in the co-operative sector in the country is bringing about the need for a total rethink and overhaul about the role this sector is supposed to play in socio-economic development of the country, poverty eradication with economic empowerment topping the agenda. In Bomet Central there are 20 active Cooperatives and 10 dormant ones, all registered with the purpose of uplifting the living standards of the residents but little seemed to have been achieved.

Koril (2015) argues that while the Cooperative movement had proved to be a formidable vehicle for wealth creation among its members prior to and after independence in Kenya, recent developments suggest that something has gone wrong. Large coffee cooperative societies have collapsed or have been split-up. Nearly all the cotton cooperatives have collapsed; Land buying cooperatives are alleged to have swindled their members or just benefited the leaders; and many savings and credit cooperatives have experienced problems arising from favoritism in approval of loans, fraud practiced by leaders and management.

As a result, co-operative performance has been declining and a majority of them are not able to compete effectively. Thus, the Co-operatives are currently undergoing a turbulent period trying to adjust to the liberalization of the economy. According to Mwaura (2015) competition has hit hard on cooperative societies because their strength in the industry is still low and have to compete with other well-established commercial cooperative societies. Indeed, Bomet Central has faced the challenge of growing SACCOs as a strong tool to meet financial needs of the people. It is against this background that the researcher sought to study the factors that influence performance of cooperative societies in Bomet Central Sub-county in Bomet County.

1.3 Purpose of the Study:

The purpose of this study was to establish the factors that influence the performance of cooperative societies in Bomet Central Sub-county in Bomet County

1.3.1 Objectives of the Study:

This research was guided by the following objectives;

1. To determine the extent to which management competencies influence performance of cooperative societies in Bomet Central.
2. To examine extent to which organizational structure influence the performance of cooperative societies in Bomet Central
3. To establish the influence of Monitoring and Evaluation on the performance of cooperative societies in Bomet Central.
4. To determine how corporate governance influence performance of co-operative societies in Bomet Central.

1.4 Research Questions:

This research was guided by the following research question:

1. To what extent does management competency influence performance of cooperatives societies in Bomet Central?
2. How does organizational structure of influence performance of cooperatives societies in Bomet Central
3. To what extent does Monitoring and Evaluation influence performance of cooperative societies in Bomet Central?
4. How does corporate governance influence performance of co-operative societies in Bomet Central?

1.5 Research Hypothesis:

H₀₁: Management competency has no significant effect on performance of cooperative societies in Bomet Central

H₀₂: Organizational structure has no significant effect on performance of cooperative societies in Bomet Central

H₀₃: Monitoring and Evaluation has no significant effect on performance of cooperative societies in Bomet Central

H₀₄: Corporate governance has no significant effect on performance of cooperative societies in Bomet Central

2. LITERATURE REVIEW

2.1 Introduction:

This chapter presents literature review done against the backdrop of the key study variables capturing studies that are related to this area of research. It also puts to focus theoretical and conceptual framework of the study.

2.2 Management Competency and Performance of Cooperative Societies:

Cole (2010) argues that management is a collection of activities involving planning, organizing, directing, controlling and motivating. Planning involves deciding the objectives or goals of the organization and strategizing on how to meet those objectives. Cooperatives plan by preparing annual budgets, which are approved by members during the general meetings, mostly Annual General Meetings (AGMs). The members present allocate the society's monies to different cost centers. However, management sometimes over looks such plans with little or no consequences.

Cooperative societies require well trained personnel who understand their role effectively so as to facilitate and enhance the already achieved growth. Management of the societies are determined by the democratic nature of governance in cooperative societies. The members elect the management board for a specific term. The problem with this is that mostly the people elected are not good managers and end up running down the societies (Mudibo, 2009).

This is a current major problem in most cooperative societies. Influential members who have little or no knowledge in management end up taking leadership positions hence running down the very objective of growth of the societies. Mudibo continues to say that majority of the problems bedeviling co-operatives arise from bad governance and poor economic management. While leaders direct and control the organizations, and managers run them, members have authority to demand and enforce good governance in their organizations.

As noted by Cole (2010), management is the distinct process consisting of planning, organizing, actuating, and controlling performance to determine and accomplish the objectives by the use of people and resources. If the management is progressive and has an aggressively marketing and growth outlook, it will encourage innovation and favor capital proposals which ensure better productivity on quality or both. In some industries where the product being designed is a simple standardized one, innovation is difficult and management would be extremely cost conscious. In contrast, in some industries, a firm cannot survive, if it follows a policy of 'make-do' with its existing equipment. The management has to be progressive and innovation must be encouraged in such cases.

According to Noebere (2010) all studies of business failure points to poor management as the main cause. The success of a firm is measured by its profitability which depends on the efficiency of its management.

Kibera (2006) notes that management can be defined as a set of activities directed at the efficient and effective utilization of resources in pursuit of one or more objectives. The resources are usually people, machines, materials, time and managerial know-how.

According to Mwaura (2005), actions of top management influence performance. He also recommended that members, when electing office bearers, including delegates, should ensure that they elect trustworthy persons. Success and hence performance depends on the caliber of the officials that they elect.

2.3 Influence of Organizational Structure on the Performance Cooperative Societies:

Organizational structure is defined as the formal system of authority relationships and tasks that control and coordinate employee actions and behavior to achieve goals in organizations (Jones, 2013). Organizational structure describes the formal arrangement of jobs and tasks in organizations (Robbins and Coulter, 2007); it describes the allocation of authority and responsibility, and how rules and regulation are executed by workers in firms (Nahm et al., 2013).

Jones and Hill (2007) noted that performance is a way in which a company creates the organizational arrangement that allows it to pursue its strategy most effectively. Formulating appropriate strategy is not enough. For effective strategy implementation, the strategy must be supported by decisions regarding the appropriate organization structure, reward system, organizational culture, resources and leadership. Leadership may affect change management. Leadership is widely described as one of the key drivers of effective strategy implementation (Robinson, 2015) However, a lack of leadership, and specifically by the top management of the organization, has been identified as one of the major barriers to effective strategy implementation (Grey 2005).

Lorsch, (2014) in his study found out that organization structure may affect performance. Organizations should be structured in such a way that it can respond to pressure to change from the environment and pursue any appropriate opportunities which are spotted. Thompson and Strickland (2010) notes that strategy implementation involves working with and through other people and institutions of change. It is important therefore that in designing the structure and making it operational, key aspects such as empowerment, employee motivation and reward should be considered. Structure is the means by which the organization seeks to achieve its strategic objectives and implement strategies and strategic changes. Strategies are formulated and implemented by managers operating within the current structure.

Owen (2012) in his study noted that performance depends on a large part on how a firm is organized. The study agrees that strategy and structure need to be matched and be supportive of each other in order to achieve objective set. The structure helps an organization identify its activities and the way in which it will coordinate them to achieve the firm's strategic objective. It also provides managers with a vehicle to exploit fully the skills and capabilities of the employees with minimal costs and at the same time enhance the firm's capacity to achieve superior efficiency, quality, innovation and customer responsiveness (Pearce & Robinson, 2011). One reason strategy implementation processes frequently result in problems or even fail is that the assignments of responsibilities are unclear. The organization structure therefore should fit with the intended strategies (Birnbaum, 2010).

2.4 Corporate Governance Practices on Performance of Cooperatives Societies:

Corporate governance is a set of rules that define the relationship between stakeholders, management, and board of directors of a company and influence how that company is operating (Jensen 2011). At its most basic level, corporate governance deals with issues that result from the separation of ownership and control. But corporate governance goes beyond simply establishing a clear relationship between shareholders and managers.

Proponents of corporate governance say there is a direct correlation between good corporate governance practices and long-term shareholder value. There is no uniform set of governance practices, (Keyes, 2014). These governance best practices will positively impact every company's performance and long-term viability. According to him some of the best governance practices are: building a strong qualified board of directors and evaluating performance, defining roles and responsibilities, emphasizing integrity and ethical dealing and valuating performance and making principled compensation decisions, as well as engaging in effective risk management.

According to Mati, (2012) corporate governance describes how companies ought to be run, directed and controlled. It is about supervising and holding to account those who direct and control the management. He notes that for a Small and Medium Enterprise, it concerns the respective roles of the shareholders as owners and the managers (the directors and other officers). He emphasizes further that it is about setting rules and procedures as to how the company is run. It is also about putting checks and balances in place to prevent abuses of authority and ensure the integrity of financial results.

Jumba (2008) asserted that in cooperatives the governance is concerned with allocation of power and authority between the clients, the board, committee and management. The governance in cooperatives focuses on four areas which are leadership, stewardship, monitoring and reporting where the six governance models which are democratic or association perspective, agency theory (a compliance model), stewardship theory (a partnership model), resource dependency theory (a co-optation model), stakeholder theory (a stakeholder model) and managerial hegemony theory (a rubber stamp) models are applied. He emphasized that application of these theories and models in Cooperatives are related with good credits risks management practices and fosters the Cooperatives performance.

2.5 Monitoring and Evaluation and the Performance of Cooperative Societies:

The concept of the influence of Monitoring and Evaluation was first introduced by Karen Kirkhart (2000) where she defined monitoring and evaluation as the capacity or power of persons, activities or things to produce effects on others by intangible or indirect means. Influence in this context can be a positive or negative force that affects a project program or policy intervention. Prominence is attached to Monitoring and evaluation in today's management circles as a result of heightened and enhanced awareness of the importance of performance in management (Cook, 2012). The Public Service Commission of South Africa (2008) noted that it is no longer just important for governments to deliver to the population or society, more members of the public are becoming increasingly aware of the importance of the 'How' progress was attained. Monitoring and evaluation aspects which this research intends to investigate from various angles are aligned to questions about the quality of program and policy management in Kenya's cooperative sector and the utility of results of monitoring and evaluation exercises aligned to those management processes.

Monitoring is observed as a constant capacity building activity that utilizes precise gathering of information on determined pointers gives administration and fundamental partners of an on-going improvement intervention signs of the degree of advancement and accomplishment of destinations (Booth and Morin 2011). As indicated by Perrin (2012) Monitoring includes following advancement concerning beforehand distinguished objectives or arrangements, utilizing information effectively caught and measured on a continuous premise. Evaluation according to Organization for Economic Co-operation and Development (OECD) is a systematic and objective assessment of an ongoing or completed project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfillment of objectives, efficiency, effectiveness, impact and sustainability.

Ademba (2006) explains monitoring and evaluation (M&E) as a process that helps improving performance and achieving results. Its goal is to improve current and future management of outputs, outcomes and impact. The credibility and objectivity of monitoring and evaluation reports depend very much on the independence of the evaluator or evaluating team in charge. Their expertise and independence is of major importance for the process to be successful. M&E plays a critical role in supporting performance management at various levels, in that it contributes to a thinking that is results oriented and also provides methodological options to support performance management (Mbemba, 2013).

2.6 Theoretical Framework:

A theoretical framework refers to how the researcher develops thoughts on what the possible answers could be, these thought and theories are then clustered into themes that frame the subject. This study is based on three major theories namely; Theory of Cooperative, Institutional theory and Programme theory

2.6.1 Theory of Cooperatives:

Helmberger and Hoos (1962) can be regarded as having developed the first complete mathematical model of behavior of an agricultural cooperative. Sexton (1995), who provides a brief overview of developments in the economic theory of cooperatives uses the neo-classical theory of the firm to develop short-run and long run models of a cooperative (including behavioral relations and positions of equilibrium for a cooperative and its members under different sets of assumptions) using traditional marginal analysis. In their model, the operative's optimization objective is to maximize benefits to members by maximizing "the per unit value or average price by distributing all earnings back to members in proportion to their patronage volume or use" (Torgerson et al., 1998). Sexton (1995) regards this "landmark" paper so highly because (1) the (correct) analysis of cooperative and member behavior is based on a clear set of assumptions; (2) the model clearly distinguishes between short and long-run behavior in a cooperative; and (3) based on these characteristics, the model set the stage for further advances in cooperative theory in the 1970s and 1980s.

2.6.2 Institutional Theory:

Institutional theory attends to the deeper and more resilient aspects of social structure. It considers the processes by which structures, including schemas; rules, norms, and routines, become established as authoritative guidelines for social behavior. It inquires into how these elements are created, diffused, adopted, and adapted over space and time; and how they fall into decline and disuse. Although the ostensible subject is stability and order in social life, students of institutions must perforce attend not just to consensus and conformity but to conflict and change in social structures (Meyer and Rowan, 1991).

The basic concepts and premises of the institutional theory approach provide useful guidelines for analyzing organization-environment relationships with an emphasis on the social rules, expectations, norms, and values as the sources of pressure on organizations. This theory is built on the concept of legitimacy rather than efficiency or effectiveness as the primary organizational goal (McAdam and Scott, 2004). The environment is conceptualized as the organizational field, represented by institutions that may include regulatory structures, governmental agencies, courts, professionals, professional norms, interest groups, public opinion, laws, rules, and social values. Institutional theory assumes that an organization conforms to its environment. There are, however, some fundamental aspects of organizational environments and activities not fully addressed by institutional theory that make the approach problematic for fully understanding organizations and their environment: the organization being dependent on external resources and the organization's ability to adapt to or even change its environment (Scott, 2004).

2.6.3 Programme Theory:

Programme theory is defined in evaluation practice today as the construction of a plausible and sensible model of how a programme should work, (Bickman, 1987). It guides an evaluation by identifying key programme characteristics and articulating how these elements are postulated to relate to each other (Donaldson, 2001); Lipsey (1990) alludes to the complexity and dynamism of the monitoring and evaluation process meaning that this theory will be inadequate, incentives are therefore needed to be in place to regularly collect evidence around the programme theory, testing, reflecting and reconsidering its relevance and assumptions. Data collection plans are made within the framework of programme theory in order to measure the extent and nature of each variable occurrence and then analyzed. The data collected by different methods and sources on the programme elements are triangulated, (Trochim, 1989; Yin, 1994). Weiss (1972) recommended using path diagrams to model the sequences of steps between program interventions and desired outcomes. This causal model helps an evaluator identify the variable to induce in the evaluation. It helps determine where in the chain of events, the sequence breaks down or stays true to variables in implementation which can influence the pattern depicted in the model. Rossi (2004) Describes programme theory as consisting of the organizations plan which deals with how to assemble, configure and deploy resources and how to organize program activities so that the intended systems are developed and maintained. Programme theory deals with the service utility plan which examines how the prescribed intervention for a target population accesses the intended levels of intervention inputs through interaction with the intervention delivery system. In Finality the theory explains how the intended intervention for a specified target population brings about social benefits or impact/Influence (Uitto, 2010). The Monitoring and Evaluation although anchored in the intervention is actually a small project within the intervention whose purpose is improvement of performance and learning. M& E like any intervention is prescribed to performance measurement and improvement. It accesses the program through tools and staff to measure and interact with the program, the programme theory therefore fits the study as an explanation.

2.6.4 Agency Theory:

In the Agency Theory a contractual relationship is entered by two persons that are the principal and the agent so as to perform some service. This involves delegating some decision making authority to the agent by the principal (Jensen & Meckling, 1976). At the same time an agent is a person employed for the purpose of bringing his principal into a contractual relationship with a third party and does not make a contract on his own behalf (Wright & Oakes, 2002).

Agency Theory was directed at the person presenting the agency relationship. This is where one party delegated work to another party who performed the duty on behalf of the principal (Eisenhardt, 1989). This person was authorized to perform legal acts within his competence and not on his own behalf but for the principal. A growing view in the modern literature recognized however that the two were strange bed fellows. An Insurance Brokers is an agent employed to buy and sell on behalf of another. However, in performing his role, he owes a duty to his principal. The level of care expected is varied; a higher level of care will be expected from a professional broker than from a part-time insurance agent (Wright & Oakes, 2002).

According to the English and American law the liability of a principle for his agent torts in the ordinary course of his employment depended upon the existence of a master- servant relationship. The master was vicariously liable for his servant tortious conduct committed within the course of employment (Yin, 1989). There were cases where an agency relationship arose when an individual group called principal hired someone called an agent to perform some service, where the principal delegated decision- making power to the agent. This kind of relation included those between stock holders and managers and between stockholders and debt holder

This theory is relevant to this study since it informs the organization structure/governance variable. The managers of UNAITAS Sacco are the agents while the shareholders are the principles. The management of UNAITAS is expected to work on the interest of the shareholders rather than their own interests.

3. RESEARCH METHODOLOGY

3.1 Introduction:

The chapter discusses the research design, the location of the study area, population, sample size, data collection instruments, their reliability and validity of the responses, and data analysis procedures that will be used in the study.

International Journal of Novel Research in Humanity and Social Sciences

Vol. 5, Issue 4, pp: (212-228), Month: July - August 2018, Available at: www.noveltyjournals.com

3.2 Research Design:

The design proposed for this study was descriptive research design. This design was used because it explores the independent variables that influence the performance of cooperative societies in Bomet Central Sub-county in Bomet County. It was also chosen because of the descriptive nature and explained events or phenomena as they occurred in the study.

3.3 Target Population:

Enthistle (2014) defines target population as any group of people of observation or test in which researchers happen to be interested.

The study targeted 1,356 members of savings and credit cooperative societies in Bomet Central from each of the 5 Wards in the Sub County. The total number of registered cooperatives in Bomet Central is 19. Currently only 8 are active. The study focused on 5 active cooperatives which are mainly Saccos.

Table 3.1: Members of Active Cooperatives in Bomet Central (Sampling Frame)

Cooperative Society	Target
Stegro Sacco Society. Ltd	203
Tenhos Sacco. Ltd	105
Kenya Midlands Sacco Ltd.	352
Chai Sacco Ltd	350
Patnas Sacco Society Ltd	306
Total	1356

3.4 Sample and Sampling Procedure:

Sampling according to Kombo (2013) is a process of selecting a number of individuals or objects from a population such that the selected group contains elements representative of the characteristics found in the entire group.

In this study stratified sampling was used to select various categories of respondents. Orodho (2012) has opined that in stratified sampling the population is first sub-divided into mutually exclusive segments called strata, based on categories of one or a combination of variables. In this case, the sample was the 5 active cooperatives in Bomet Central Sub County.

Saunders, Lewis & Thornhill (2009) argue that a sample 10% to 20% of accessible population is acceptable in a descriptive research. For this study, the researcher used 10% of the accessible population in the selected Cooperatives.

The sample size, $n = 10\%$ of the population size (1356)

$$n = \frac{10}{100} \times 1356 = 135.6 \Rightarrow 135$$

Table 3.2: Sampling Frame

Cooperative Society	Target	Sample size
Stegro Sacco Society. Ltd	203	20
Tenhos Sacco. Ltd	155	15
Kenya Midlands Sacco Ltd.	352	35
Chai Sacco Ltd	350	35
Patnas Sacco Society Ltd	306	30
TOTAL	1356	135

3.5 Data Collection Method:

Odhiambo (2010) defines research instruments as the technique or tools which are used for data collection. The researcher used questionnaires to collect data. Questionnaires were used because they gave quantitative data which was easy to analyze. The questionnaires were designed in the same way due to the homogeneity of the employees.

International Journal of Novel Research in Humanity and Social Sciences

Vol. 5, Issue 4, pp: (212-228), Month: July - August 2018, Available at: www.noveltyjournals.com

3.6 Data Collection Procedure:

Before administering the questionnaire the researcher gave an introduction letter to the respondents.

The introduction letter was certified by the university to ensure that the respondent gets the confidence to give correct information. Once the respondent was confident and ready to give information, questionnaires were administered but the respondents were not required to give their names. The researcher and the informant made arrangements on the appropriate time to collect back the questionnaires. To ensure that the informants gave as much information as possible, the questionnaire was open and close –ended questions.

3.7 Data Analysis:

The analysis of data required a number of closely related operations such as the establishment of categories, the application of these categories or raw data through coding, tabulation and the drawing statistical inference (Orodho, 2012). The data was analyzed by applying descriptive statistics which include mean, mode and percentages through thematic discussion of issues and themes for the study. Graphs were generated by use of statistical package for social sciences (SPSS) to give figures which can easily be interpreted.

4. RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction:

This chapter presents the findings of the study and discusses the results. It is divided into two major sub-sections; general characteristics of the respondents and the variables under investigation such as management competency, organizational structure, Monitoring and Evaluation and corporate governance. The chapter also presents techniques employed to analyze data.

4.2 Response Rate:

The sample population of the study was 135 but only 125 were accessible. Of the 125 given questionnaire, 110 returned representing 88% response rate. Fincham (2008) believes response rate of approximately 60% for most research should be the goal of researchers, but said higher response rate are achievable and in this study, the response rate was high and sufficient to enable generalization of the results to the target population. On the other hand, the non-responsiveness of the study was 12% which was low to affect validity and reliability of the survey study findings. The response rate was defined by dividing the total number of returned questionnaire by the total number of questionnaire issued out and multiplied by hundred as indicated in table 4.1

Table 4.1: Response Rate

Response	Frequency	Percentage
Responded	110	88
Not responded	15	12
Total	125	100

4.3 Descriptive Statistics:

Descriptive statistics was used to establish the behavior of data in the study. The features of the mean, standard deviation and variance were observed in the variables (management competency, organizational structure, Monitoring and Evaluation and corporate governance). A Likert scale data was taken rating the views in a scale of 1 to 5 where 1 represents very low influence and 5 represent very high influence. The results from the collected responses were analyzed based on means and their standard deviations to show the variability of the individual responses from the overall mean of the responses per each aspect of the variables. The mean results were therefore given on a scale interval where a mean value of up to 1 is an indication of very low influence; 1.1 – 2.0 is low influence; 2.1 – 3.0 is moderate influence, 3.1 – 4.0 is a high influence and a mean value of 4.1 and above is an indication of very high influence.

4.4 Management Competency:

Cole (2010) argues that management is a collection of activities involving planning, organizing, motivating and controlling Planning involves deciding the objectives or goals of the organization and preparing how to meet those

objectives. In this section, the study sought to find the weather management competency influenced performance of cooperatives societies in Bomet Central. The study showed that 76.4% of the respondents agreed that management competency influenced performance of cooperative societies whereas 23.6% were for the contrary opinion as indicated in table 4.2.

Table 4.2: Management Competency

Opinion	Frequency	Percentage
Yes	84	76.4
No	26	23.6
Total	110	100

Extent to which management competency influence performance of cooperatives societies:

The study sought to find out extent to which management competency influenced the performance of cooperatives with reference to in Bomet County. The study found out that majority of respondents 43% agreed to a great extent that management competency influenced performance of cooperative, 32% agreed to a moderate extent, 15% agreed to low extent whereas 10% disagreed that management competency influenced performance of cooperative societies in Bomet County. These findings echoed findings by Cole (2010) that cooperative societies require well trained who understand their role effectively so as to facilitate and enhance the already achieved growth hence management competency influenced the growth of cooperative societies in Bomet County. The findings are displayed in table 4.3.

Table 4.3: Extent to which management competency influence performance of cooperatives societies

Statement	Frequency	Percentage
To a great extent	47	43
To some extent	35	32
To low extent	17	15
Not at all	11	10
Total	110	100

4.5 Organizational Structure:

Organizational structure describes the formal arrangement of jobs and tasks in organizations (Robbins and Coulter, 2007); it describes the allocation of authority and responsibility, and how rules and regulation are executed by workers in firms (Nahm et al., 2013). This section sought to find out whether organizational structure influenced the performance of cooperative societies in Bomet County. The study found out that majority 70% were in agreement while 30% went contrary to the opinion as indicated in table 4.4

Table 4.4: Organizational Structure

Opinion	Frequency	Percent
Yes	77	70
No	33	30
Total	110	100

Extent of agreement with the statements regarding to Organizational Structure and performance of cooperative societies:

From the findings as shown in table 4.5, the study requested the respondents to rate statements on organizational structure on performance of cooperative societies. Majority of the respondents agreed that organizational structure describes the formal arrangement of jobs and tasks in organizations as shown by a mean of 3.4262; that performance is a way in which a company creates the organizational arrangement that allows it to pursue its strategy most effectively as shown by a mean score of 3.3279,tha organizations should be structured in such a way that it can respond to pressure to change from the environment and pursue any appropriate are spotted as shown by a mean score of 3.2131 and finally structure is the

International Journal of Novel Research in Humanity and Social Sciences

Vol. 5, Issue 4, pp: (212-228), Month: July - August 2018, Available at: www.noveltyjournals.com

means by which the organization seeks to achieve its strategic objectives and implement strategies and strategic changes as shown by a mean score of 3.1820. According to Lorsch, (2014) in his study found out that organization structure may affect performance. Organizations should be structured in such a way that it can respond to pressure to change from the environment and pursue any appropriate opportunities which are spotted.

Table 4.5: Extent of agreement with the following statements regarding to Organizational Structure and performance of cooperative societies

Statements	Mean	Std Dev.
Organizational structure describes the formal arrangement of jobs and tasks in organizations	3.4262	.647
performance is a way in which a company creates the organizational arrangement that allows it to pursue its strategy most effectively	3.3279	.350
Organizations should be structured in such a way that it can respond to pressure to change from the environment and pursue any appropriate are spotted	3.2131	.292
Structure is the means by which the organization seeks to achieve its strategic objectives and implement strategies and strategic changes	3.1820	.584

4.6 Corporate Governance:

Corporate governance is a set of rules that define the relationship between stakeholders, management, and board of directors of a company and influence how that company is operating (Jensen 2011). At its most basic level, corporate governance deals with issues that result from the separation of ownership and control. But corporate governance goes beyond simply establishing a clear relationship between shareholders and managers. The study sought to find out if committee members understood their roles. Based on the findings as shown in table 4.6 Majority of respondents 66% agreed that committee members understood their roles while 44% went contrary to the statement.

Table 4.6: Level of understanding of the committee members

Opinion	Frequency	Percent
Yes	73	66
No	37	34
Total	110	100

4.6.1 Spending from Approved Budgets:

Based on corporate governance, the researcher requested the respondents to indicate whether they were spending using the approved budget. Based on the findings, majority of respondents 74% were in agreement that they were spending using approved budget while minority 26% disagreed with the statement as indicated in table 4.7

Table 4.7: Spending from approved budgets

Opinion	Frequency	Percent
Yes	81	74
No	29	26
Total	110	100

4.7 Monitoring and Evaluation:

Monitoring is observed as a constant capacity building activity that utilizes precise gathering of information on determined pointers gives administration and fundamental partners of an on-going improvement intervention signs of the degree of advancement and accomplishment of destinations (Booth and Morin 2011). In this section the, study sought to find out if monitoring and evaluation influenced the performance of cooperative societies in Bomet County. Based on the findings, majority of respondents 72% were in agreement that Monitoring and Evaluation influenced the performance of cooperative societies in Bomet County whereas 28% were contrary to the opinion as in shown in table 4.8

Table 4.8: Importance of Monitoring and Evaluation

Opinion	Frequency	Percent
Yes	79	72
No	31	28
Total	110	100

Extent of agreement with the statements regarding to Monitoring and Evaluation on performance of cooperative societies in Bomet County:

Table 4.9 depicts the results of monitoring and evaluation on performance of cooperative societies in Bomet County. The results were presented in mean and standard deviation. Majority of respondents indicated that monitoring and evaluation (M&E) is a process that helps improving performance and achieving results as shown by a mean of 3.8043, that monitoring includes following advancement concerning beforehand distinguished objectives or arrangements, utilizing information effectively caught and measured on a continuous premise as shown by a mean of 3.7667, that monitoring is observed as a constant capacity building activity that utilizes precise gathering of information on determined pointers gives administration and fundamental partners of an on-going improvement intervention as shown by a mean of 3.5000 and finally monitoring and evaluation is the capacity or power of persons, activities or things to produce effects on others by intangible or indirect means shown by a mean of 3.1087. Prominence is attached to Monitoring and evaluation in today's management circles as a result of heightened and enhanced awareness of the importance of performance in management (Cook, 2012).

Table 4.9: Extent of agreement with the following statements regarding to Monitoring and Evaluation on performance of cooperative societies in Bomet County

Statement	Mean	Std_Dev
Monitoring and evaluation (M&E) is a process that helps improving performance and achieving results	3.8043	.3394
Monitoring includes following advancement concerning beforehand distinguished objectives or arrangements, utilizing information effectively caught and measured on a continuous premise	3.7667	.2508
Monitoring is observed as a constant capacity building activity that utilizes precise gathering of information on determined pointers gives administration and fundamental partners of an on-going improvement intervention	3.5000	.1606
monitoring and evaluation is the capacity or power of persons, activities or things to produce effects on others by intangible or indirect means	3.1087	.1488

4.8 Correlation Analysis:

Correlation is a term that refers to the strength of a relationship between two variables. A strong or high correlation means that two or more variables have a strong relationship with each other while a weak or low, correlation means that the variables are hardly related. Correlation coefficient can range from -1.00 to +1.00. The value of -1.00 represents a perfect negative correlation while a value of +1.00 represents a perfect positive correlation. A value of 0.00 means that there is no relationship between variables being tested (Orodho, 2003). The most widely used types of correlation coefficient is the Pearson R which is also referred to as linear or product-moment correlation. This analysis assumes that the two variables being analyzed are measured on at least interval scales. The coefficient is calculated by taking the covariance of the two variables and dividing it by the product of their standard deviations. A value of +1.00 implies that the relationship between two variables X and Y is perfectly linear, with all data points lying on a line for which Y increases and X increases. Conversely a negative value implies that all data points lie on a line for which Y decreases as X increases (Orodho, 2003). In this study Pearson correlation was carried out to determine how the research variables related to each other. Pearson's correlation reflects the degree of linear relationships between two variables. It ranges from +1 to -1. A correlation of +1 means there is a perfect positive linear relationship between variables (Young, 2009)

4.8.1 Correlation Analysis for Management Competency:

A correlation analysis for the management competency was conducted to find out how management competency correlated with performance of cooperatives societies. Table 4.10 shows that the Pearson correlation coefficient was 6.7699. (Baily, 2008) indicates that management competency has a positive correlation with cooperative performance (p-values >0.05). The significance of management competency verses cooperative performance as indicated in the table below. These findings indicate that there is a positive linear relationship between management competency and cooperative performance.

Table 4.10: Correlation analyses for management competency

		cooperative performance	management competency
Cooperative performance	Pearson Correlation	1	6.76
	Sig. (2-tailed)	0.000	
	N	110	110
management competency	Pearson Correlation	6.76	1
	Sig. (2-tailed)	0.000	
	N	110	110

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

4.8.2 Correlation Analysis for Organizational Structure:

A correlation analysis for the organizational structure was conducted to find out how organizational structure correlated with cooperatives performance. Table 4.11 shows that the Pearson correlation coefficient was 3.822 a clear indication that organizational structure has a positive correlation with cooperative performance (p-values >0.05). These findings indicate that there is a strong linear relationship between organizational structure and cooperatives performance.

Table 4.11: correlation analysis for organizational structure

		Cooperatives performance	organizational structure
Cooperatives performance	Pearson Correlation	1	3.822
	Sig. (2-tailed)	0.0001	
	N	110	110
organizational structure	Pearson Correlation	3.822	
	Sig. (2-tailed)	0.0001	
	N	110	110

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

4.8.3 Correlation Analysis for Monitoring and Evaluation:

A correlation analysis for the Monitoring and Evaluation was conducted to find out how Monitoring and Evaluation correlated with cooperatives performance. Table 4.12 shows that the Pearson correlation coefficient was 3.199. This is a clear in indication that Monitoring and Evaluation has a positive correlation with cooperatives performance (p-values >0.05). These findings indicate that there is a strong linear relationship between Monitoring and Evaluation and cooperatives performance as shown in table 4.12.

Table 4.12: correlation analysis for Monitoring and Evaluation

		Cooperatives performance	Monitoring and Evaluation
Cooperatives performance	Pearson Correlation	1	3.199
	Sig. (2-tailed)	0.0002	
	N	110	110
Monitoring and Evaluation	Pearson Correlation	3.199	
	Sig. (2-tailed)	0.0002	
	N	110	110

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

4.8.4 Correlation analysis for corporate governance:

A correlation analysis for the corporate governance was conducted to find out how corporate governance correlated with cooperatives performance. Table 4.13 shows that the Pearson correlation coefficient was 2.899. This is a clear in indication that corporate governance has a positive correlation with cooperatives performance (p-values >0.05). These findings indicate that there is a strong linear relationship between corporate governance and cooperatives performance as shown in table 4.13.

International Journal of Novel Research in Humanity and Social Sciences

 Vol. 5, Issue 4, pp: (212-228), Month: July - August 2018, Available at: www.noveltyjournals.com
Table 4.13: Correlation analysis for corporate governance

		procurement performance	corporate governance
Cooperative performance	Pearson Correlation	1	2.899
	Sig. (2-tailed)	0.0002	
	N	110	110
corporate governance	Pearson Correlation	2.899	
	Sig. (2-tailed)	0.0002	
	N	110	110

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

5. SUMMARY OF FINDINGS CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction:

This chapter provides the summary of the findings from chapter four, and also it gives the conclusions and recommendations of the study based on the objectives of the study. The main objective of this study was to establish the factors that influence the performance of cooperative societies in Bomet Central Sub-county in Bomet County

5.2 Summary of the Findings:

The study reviewed both theoretical and empirical literature on factors that influence the performance of cooperative societies in Bomet Central Sub-county in Bomet County. From the review of related literature, a comprehensive conceptual framework of argument of the relationship between the independent variables and performance of cooperative societies in Bomet Central Sub-county in Bomet County was formulated. From the study findings, it came out that more than half (51 percent) of the managers had Bachelor's degrees. Slightly over a quarter (26.7 percent) had a Diploma Certificate while 19 per cent had Master's degree. Only one manager had a Doctor of Philosophy (PhD) degree and two managers had other qualifications

Based on the findings, majority (48%) of the respondents had 1- 5 years of experience while 32% had between 6-10 years. It was also revealed that 16% of the respondents had an experience of over 10 years of experience while 4% had an experience of less than 1 year.

The study found out that 76.4% of the respondents agreed that management competency influenced performance of cooperative societies whereas 23.6% were for the contrary opinion. These findings echoed findings by Cole (2010) that cooperative societies require well trained who understand their role effectively so as to facilitate and enhance the already achieved growth hence management competency influenced the growth of cooperative societies in Bomet County.

The study found out that majority 70% were in agreement that organizational structure influenced the performance of cooperative societies while 30% went contrary to the opinion. Based on the findings, majority of respondents 72% were in agreement that Monitoring and Evaluation influenced the performance of cooperative societies in Bomet County whereas 28% were contrary to the opinion

From the findings, majority of respondents 66% agreed that Corporate Governance affected the performance of cooperative societies while 44% went contrary to the statement.

5.3 Conclusions:

Based on the empirical evidence and findings in this study, a number of logical conclusions can be made.

That there is a positive and statistically significant relationship between management competency and performance of cooperative societies Bomet Central Sub-county in Bomet County. This was shown by the agreement of a huge majority of 76.4% against 23.6%.

Further the study concludes that majority 70% were in agreement that organizational structure influenced the performance of cooperative societies while 30% went contrary to the opinion.

International Journal of Novel Research in Humanity and Social Sciences

Vol. 5, Issue 4, pp: (212-228), Month: July - August 2018, Available at: www.noveltyjournals.com

The study also revealed that Monitoring and evaluation influences the performance of cooperative societies in Bomet Central as indicated by 72% of the respondents in agreement.

Additionally the study concludes that majority of respondents 66% agreed that corporate governance contributes to the performance of cooperative societies while 44% went contrary to the statement

5.4 Recommendations:

Cooperatives in Kenya have continued to play a very important role in the economy by providing employment to the youth and enhancing economic activities in the rural areas by improving the living standards of the people. The study recommends that the government through the cooperative Act and the State Department of Industrialization and Cooperative Development should continue discharging its mandate to improve the sector.

Additionally the study recommends that cooperative societies should have well trained personnel who understand their roles effectively so as to facilitate and enhance the already achieved growth and maintain trust and confidence among the owners.

The study further recommends that organizations should be structured in such a way that it can respond to external and internal pressure, to changes in the environment and pursue any appropriate opportunities which may come forth with those changes.

Monitoring and Evaluation is important to the individuals, organizations and to the nation at large. It should therefore be established in organizations where it does not exist and strengthened where it is already operational.

In addition, the study recommends that cooperatives provide their management boards with the support for both technical and operational skills through trainings and other forms of capacity building activities to help them better understand their roles in project activities.

REFERENCES

- [1] Ahmad (2005): *The Role of Cooperative Societies in Economic Development*. Dogarawa-Ahmadu: Bello University, Zaria-Nigeria Online at <http://mpa.ub.unimuenchen.de/23161/MPRA>
- [2] Paper No. 23161, posted 08. June 2010 / 22:54
- [3] Akide W (2005). Institution development and Provision of rural finance expenses and Challenges of rural outreach. IFAD rural finance thematic workshop 9th July, 2005 at Nairobi Serena Hotel
- [4] Armstrong M., (2003). *A Handbook of Human Resource Management Practice* (9th edition) London, Koran Press.
- [5] Asharaf, N. & Gons, N., (2003). In an economic research and development working paper. USA: Reiner Publishers,
- [6] Azmah Othman & Fatimah Kari 2008, *Enhancing Co-operative Movement to Achieve Malaysia's Development Goals*. Conference proceeding, EURISE & ICA Research Conference: The Role of Co-operatives in Sustaining Development and Fostering Social Responsibility, Riva del Garda ,Trento, Italy
- [7] Brighton. (1826). *the role of co-operative society in economy* (1th ed.) USA Prentice Hall.
- [8] Bagachwa. D (1997). *Financial integration and development in Sub-Saharan Africa. Study of informal finance in Tanzania* 1st edition
- [9] Baron, R. A. (1983). *Behavior in organizations: understanding and managing the human side of work*. Boston: Allyn and Bacon, Inc.
- [10] Bejjuka, J. (1993) *the State and Business Prospects of the Uganda Cooperative Movement*, Kampala, Uganda Cooperative Alliance Ltd.
- [11] Chambo, S.A, Mwangi; M. and Oloo, O (2008). *An Analysis of the Socio - Economic Impact Coffee Prices and Regulation and their Impact on Livelihoods of Rural Community in Kenya*.

International Journal of Novel Research in Humanity and Social Sciences

Vol. 5, Issue 4, pp: (212-228), Month: July - August 2018, Available at: www.noveltyjournals.com

- [12] Chaddad, M. B. E. (1999). "A Stakeholder Framework for Analyzing and Evaluating Corporate Social Performance." *Academy of Management Review*, 20:1,92-117
- [13] Cole, A. (2004). "A test of the agency theory of managerial ownership, corporate leverage, and corporate dividends," *Financial Management* 18, UK winter, 36-46.
- [14] *Cooperative Banking in Kenya (1968-1993) and (Twenty Five Years in Development of the National Economy 1993:2)*. Kenya Government Printers
- [15] *Economic Survey*, (2005). Central Bureau of Statistics, Ministry of Planning and National Development Kenya. Kenya, Act press
- [16] *Food Policy*, Vol. 23, No. 2, p. 173-185. Porvali, H. (ed) (1993). *The Development of Cooperatives and Other Rural Organizations*, Agriculture and Rural Development Series, No, 5Government Printers
- [17] Fulton, M. (1999). *Cooperatives and member commitment*. *The Finnish Journal of Business Economics*, 4, 418-437.
- [18] *Government of Kenya (1965)*. Sessional Paper No. 10 on "African Socialism and its Application to Planning in Kenya. Kenya Government Printers.