

## Employee Dedication and Performance of Deposit-Taking SACCOs in Nairobi, Kenya

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### ABSTRACT

*Employees well-being and satisfaction need to be the precedence of any successful organization that is aimed at achieving its objectives and customer satisfaction. Thus, the paper sought to scrutinize the connections among staff dedication and performance of deposit-taking Sacco's in Nairobi, Kenya. The study adopted a cross-sectional census survey of forty-six (46) deposit-taking Sacco's in Nairobi. Research data was gathered through a questionnaire in a descriptive design. The study utilized purposive sampling technique for the sample population. Reliability and validity of the variables was tested in a pilot study of three (3) deposit-taking Saccos in western part of Kenya. The data analysis was done by means of descriptive and inferential statistics as reinforced by Statistical Package for Social Sciences (SPSS). The research hypothesis was tested by means of regression analysis. The findings ( $R^2 - 0.394$ ;  $p$ -value=0.000) indicate that employee dedication has a significant impact on the performance of DT-Saccos in Nairobi, Kenya. The research has shown that staff dedication could pose a positive consequence on organizational performance. The study recommends that the senior managers of DT - Saccos should focus more on promoting labour dedication through effective communication, information sharing, employee participation in decision-making, transparent and accountable management and recognition of sterling personal achievement as they have been identified to affect organizational performance.*

**Key Words:** Deposit -Taking Saccos, Employee Dedication, Nairobi, Organizational Performance

### I. INTRODUCTION

In recent years, the financial services sector has witnessed substantial growth, with Deposit-Taking Savings and Credit Cooperative Organizations (Saccos) playing a vital role in providing financial services, particularly in rural and underserved areas (Raza & Nadeem, 2019). Saccos are member-owned institutions that offer an extensive array of services, that comprises savings accounts, credit, and investment opportunities, making them critical in advancing financial inclusion (Mudany et al. 2021). To remain competitive and sustain their performance, Saccos rely significantly on the dedication and commitment of their employees. Balaji and Namasivayam, (2021) debate that a dedicated staff is one who takes concern for their exertion and the establishment success in its entirety, Therefore, dedicated workers are emotionally entangled in their occupation and demonstrate a strong sense of attachment and loyalty to the institution.

In the context of deposit-taking Saccos, the quality of service delivery, efficiency in operations, and compliance with regulatory frameworks are directly influenced by the dedication of workers. Roseline and Konya (2019) argue that management should permit workers to give suggestions on matters related to their working environment; given career development opportunities; staff group life assurance policy and implement effective reward management system and this will in return enhance employee dedication and overall organizational performance. Dedicated personnel are more likely to be proactive, work past the target prospective, and maintain strong relationships with Sacco members, all of which are critical for organizational success (Maina & Makokha, 2020). The performance of Saccos can be measured through various indicators, including profitability, growth in membership, operational efficiency, and member satisfaction. High-performing Saccos typically exhibit strong financial stability, low default rates on loans, a loyal and growing membership base (Otuohera, 2021). The dedication of employees is pivotal in realizing these outcomes, as their direct engagement with members, management of transactions, and implementation of policies significantly impact the overall performance.

Despite the recognized importance of employee dedication in improving organizational performance, many Saccos face challenges in fostering commitment among their workforce. Factors such as limited opportunities for career growth, inadequate training, and poor compensation often lead to low morale and high employee turnover (Bhatnager,

2012). In addition, the competitive nature of the financial services sector means that Saccos must continuously innovate and improve their service delivery to remain competitive (Cheche et al., 2017). Without dedicated employees, Saccos may struggle to meet the demands of their members and maintain financial sustainability.

Previous studies have highlighted the significant correlation between employee dedication and organizational performance across various sectors. For instance, (Eresia-Eke, Ndlovu & Nyanga, 2023) emphasize that workers who are committed to their institution are likely to contribute positively to its performance through increased productivity and reduced turnover. However, in the Sacco sector, where financial operations are sensitive and highly regulated, the role of employee dedication becomes even more critical (Githinji & Muli, 2018). Njuki et al. (2017) hypothesized staff engagement as a dependent concept applying the indicators of labor commitment, productivity, objective accomplishment and personal wellness. Bakker et al. (2011) highlighted the necessity of organizations to recruit human capital with psychological attachment to their assignment, and who are gifted to devote fully to their occupation, exhibit hands-on and commitment to superior standards of performance. Hembadon et al. (2022) investigated worker engagement as an independent construct on institutional performance by predictors of dedication, absorption and vigor. To avoid duplication amongst subjects as a result of job enlargement, individual creativity joined with unusual energies and taking flexible verdicts; the scholars studied employee dedication as an independent construct using the measures of recognition, overtime, and disciplinary cases.

In Kenya, Saccos contribute significantly to the economy by mobilizing savings and providing affordable credit to members. According to the Sacco Societies Regulatory Authority (SASRA), Saccos control a substantial portion of Kenya's savings, with deposit-taking Saccos holding more than KShs 400 billion in deposits (SASRA, 2023). This makes Saccos an essential pillar of financial stability, especially in rural and peri-urban areas where access to formal banking services is limited. However, the performance of these Saccos is contingent on the commitment and efficiency of their workforce, underscoring the need for strategies that enhance employee dedication given the significance of Saccos in Kenya's financial landscape (Ngaochai & Amara, 2021). Hence, understanding this relationship may provide valuable insights into how Saccos can improve their operational efficiency, improve member satisfaction, and ensure long-term sustainability through a dedicated workforce.

In summary, employee dedication is a critical factor in determining the performance of deposit-taking Saccos. As Saccos continue to offer an increasingly important role in Kenya's financial sector, fostering employee dedication is key to improving service delivery, operational efficiency, and financial sustainability. This study highlights present literature by exploring the level at which staff dedication affects the performance of deposit-taking Saccos, with the goal of providing actionable recommendations for enhancing workforce commitment and Sacco performance.

### 1.1 Statement of the Problem

For the last one decade, majority of the DT - Sacco's have been facing several challenges that results from poor management and workers commitment. Attached with poor staff and customer satisfaction, these has resulted to members withdrawal and the transfer of savings to other financial institutions. Several Deposit-Taking SACCOs have registered increased levels of employee turnover due to inadequate human resource management practices related to attraction and retention of employees. Similarly, the industry is also facing amplified occurrences of fraud related to management accounting systems, leading to reputational damage and huge departure of its members. These challenges have adversely affected SACCOs' profitability, liquidity, and overall performance (SASRA, 2023).

The linkages between employee dedication and organizational performance have been previously studied in diverse industries (Bilal et al., 2019; Jemesunde & Ng'eno, 2022; Hembadon et al., 2022; Eresia-Eke, Ndlovu & Nyanga, 2023). Nevertheless, the connection amid these variables and performance of deposit-taking Saccos still remain inadequately explored. Stackhouse et al. (2022) studied employee commitment on organizational performance of textile firms in Sweden. There is a dearth of empirical research that specifically addresses Deposit-Taking Saccos, despite the critical role of employee commitment to organizational performance. The majority of research has focused on different industries other than DT-Saccos. Koech and Cheboi (2018) investigated employee engagement on employee performance in Technical institutions in Kenya. Therefore, there is inadequate evidence regarding the application of these findings to the Sacco sector.

Mudany et al. (2021) used thematic content analysis technique to scrutinize the connections amongst worker engagement, motivation and staff performance. Nigusea and Getachew (2019) applied regression model of analysis and Pearson's Product Moment Correlation Coefficient to interrogate the impact of reward management on staff creativity and innovation. Makhanu and Mukanzi (2018) utilized descriptive research design to study the effect of physical employee engagement on job performance. Whereas. Raza and Nadeem (2019) exploited structural modeling equation to establish the influencers of staff dedication and their inspiration on profession satisfaction and resignations. These inquiries applied stratified and random sampling approaches but this study used purposive sampling methods. The

current investigation exploited regression analysis model to test the associations amid employee dedication and organizational performance.

In order to address the recognized information gaps from empirical inquiries and administrative challenges, the study pursued to investigate the effect of employee dedication and performance of DT- Sacco's in Nairobi, Kenya and answer the research question; does employee dedication have an influence on the DT-Sacco's performance?

## 1.2 Research Objective

The study investigated the independent effect of employee dedication on the performance of deposit-taking Sacco's in Nairobi, Kenya.

## II. LITERATURE REVIEW

Employee dedication, often defined as the degree of commitment, involvement, and enthusiasm an employee exhibits toward their organization, is crucial for the success of any enterprise (Ngaochai & Amara, 2021). In the context of deposit-taking Saccos, employee dedication offers a critical function in influencing the overall performance of institutions, impacting both operational efficiency and service delivery (Stackhouse et al., 2022; Eresia-Eke et al., 2023). The literature review explores linkages amid employee dedication and performance of deposit-taking Saccos, exploiting available empirical studies to isolate knowledge gaps.

### 2.1 Theoretical Review

#### 2.1.1 Kahn's Personal Engagement Theory

Kahn (1990) Personal Engagement Theory (PET) suggests that laborers are more likely to engage in their job when they feel psychologically safe, meaningful, and available. When employees feel driven, respected, and emotionally connected to their job, they are more inclined to fully participate in their responsibilities. Proactive human resource management (HRM) methods in Saccos, such as performance recognition, feedback systems, and employee assistance, might boost psychological safety and motivation as they advance employee dedication (Mutiria et al., 2022). By focusing on establishing an atmosphere where workers feel appreciated and supported, Saccos may create better levels of personal engagement, therefore improving their performance results.

#### 2.1.2 The Balanced Scorecard (BSC) Theory

Kaplan and Norton (1992) advanced Balanced Scorecard (BSC), offers a strategic performance control system that emphasizes measuring organizational performance beyond traditional monetary metrics. It covers topics such as customer satisfaction, internal procedures, and staff learning and development. Employee engagement is often linked to the "learning and growth" approach, emphasizing its significance for long-term corporate success. Saccos may use the BSC theory to include employee engagement as a significant performance factor. Saccos may better connect their goals for long-term success by aligning HRM approaches to foster employee dedication for sterling organizational performance.

### 2.2 Empirical Review

The linkages amid employee dedication and organizational performance has been a subject of extensive research among scholars and human capital practitioners for a long period of time. Mutiria et al. (2022) opine that employee dedication as a psychological bond that personnel have with their organizations, which manifests in their readiness to apply superfluous effort on the sake of the entity, loyalty, and alignment with organizational goals. Dedicated employees tend to perform better because they are more motivated, less probably to leave, and have a high probability to contribute to innovation and efficiency within the organization (Otuohere, 2021). In the Sacco sector, where customer service and trust are critical to promotion of dedicated staff by providing better service, maintaining accuracy in financial operations, enhances member satisfaction and contributes to the growth of the Sacco's financial base (Mwangi & Muturi, 2017). Hence, the need to interrogate the association amid employee dedication and organizational performance.

Maina and Makokha (2020) found that employee dedication in Saccos positively impacts the quality of service delivery, operational efficiency, and member satisfaction. Personnel who are dedicated to their Saccos are more probably expected to uphold the corporate's purpose, such as promoting savings and providing affordable credit to customers (Sarangi & Nayak, 2016; Otuohere, 2021). Moreover, they are instrumental in fostering member loyalty and increasing the Sacco's market share. Staff dedication is one of the highest crucial features in the corporate world, from the employment to the termination of worker performance (Balaji & Namasivayam, 2021). Additionally, Koech and Cheboi (2018) reported that Saccos with higher levels of employee dedication experienced lower turnover rates, reduced absenteeism, and increased productivity, all of which donate to enhanced financial performance. The paper highlighted

that Saccos require to capitalize in employee motivation and satisfaction to foster a culture of dedication, which in turn enhances organizational performance.

Scholars have argued that several factors contribute to employee dedication in corporations. Cassar and Briner (2019) suggests that supportive leadership, opportunities for career advancement, a positive work environment, and fair compensation are key factors that influence dedication. Saccos that provide training and development opportunities are more likely to have dedicated employees, as continuous professional growth enhances career gratification and enthusiasm. Waweru and Kalani (2021) in the context of deposit-taking Saccos identified that leadership style and organizational culture significantly affect employee dedication. Leaders who empower employees, recognize their efforts, and provide clear communication channels to cultivate higher levels of commitment. Additionally, a Sacco culture that prioritizes transparency, member-centric service, and accountability helps to instill a sense of pride and ownership among employees, further increasing their dedication.

The performance of a Sacco is measured through its profitability, operational efficiency, member satisfaction, and overall growth. Dedicated staff are central to achieving these outcomes. According to Ogilo (2018), Saccos that have dedicated employees often outperform their counterparts due to the increased efficiency in day-to-day operations, reduced operational errors, and better financial decision-making. In addition, dedicated workers tend to build strong relationships with Sacco members, fostering trust and loyalty. In the highly competitive financial services industry, customer retention is critical, and dedicated personnel contribute significantly to this through superior service delivery. Mwangi and Muturi (2017) also highlight that employee dedication in Saccos leads to better risk management and compliance with regulations, thereby reducing financial risks and enhancing the organization's reputation. However, critics argue that employee dedication has no positive associations to organizational success but only leads to increased cases of staff stress and mental illness resulting from excessive workload (Nevianto et al., 2021).

Institutions should advocate progression of a favorable working conditions, administer capacity development programmes, supervision policies and guidelines that provide staff with chances to elevate creative thoughts (Githinji & Muli, 2018). Prior scholarly works have exposed that dedication has a noteworthy impact on performance (Cheche et al., 2017; Bilal et al., 2019). Enterprise executives should endeavor to physically engage their employees for improved corporate performance (Makhanu & Mukanzi, 2018). Thus, employee engagement in job dedication influences organizational performance and managers should boost job commitment so as to improve service delivery. Such personnel convert to creatively immersed in the corporate's culture, mission, and frequently think about approaches to expand productivity. When presented with a gorgeous occupation offer elsewhere, it's definite unlikely to lead in their mobility.

Establishments eager to initiate engagement need to draw into worker's thirst, devotion, and allegiance to the institution. A portion of the employees are more probable to exhibit inherent engagement virtues at the workplace than others and this has implications for driving engagement levels (Schaufeli & Salanova, 2012). Workers dedication and absorption had a constructive and weighty bearing on worker performance (Adrianto & Riyanto, 2020; Maisyuri & Ariyanto, 2021). Staff commitment is essential for all institutions as dedicated workers offer extra value to the corporations, through rational decisions, engagement, determination, improved productivity (Stackhouse et al., 2022). Thus, establishments can draw competitive advantage from acquiring workers with personal attributes of superior propensity to engagement earlier to reporting for exertions.

While employee dedication is essential for Sacco performance, achieving high levels of dedicated workers is not realized without challenges. According to Njiru (2021), factors such as poor compensation, lack of recognition, and limited career growth opportunities can negatively impact employee commitment in Saccos. Wanjiru and Jagongo (2022) argue that liquidity risk poses a threat that sways liquidity thus affecting financial performance of DT-SACCOS. Subsequently, this has a strong bearing on client satisfaction. In many cases, Saccos operate in environments where resources are constrained, making it difficult to provide competitive remuneration and benefits to its staff when compared to other micro and macro-financial institutions (Njiru, 2021). This can lead to high employee turnover and low levels of dedication, ultimately affecting performance.

Empirical studies have revealed that there are several aspects that stimulate labor dedication. For example, Maina and Makokha (2020) opine that the range to which human resource is committed or loyal to their corporation largely hinges on employee reward and bonus packages. Ngaochai and Amara (2021) argue that the major antecedents that contribute to employee's dedication include education level; personality and rank in the corporations. Stackhouse et al. (2022) debate that there is a noteworthy connection amongst employee commitment and enterprise performance. Ulabor and Bosede (2019) observe that personnel dedication influences human resource turnover and could also be affected by other factors like gender, nature of work, and leadership style. However, the study did not focus on staff dedication influences on organizational performance.

**H<sub>0</sub>** *Employee dedication has no significant relationship on performance of deposit - taking Sacco's in Nairobi, Kenya.*



### III. METHODOLOGY

#### 3.1 Study Area

The research geographical area was Nairobi city and its surroundings. This location was purposefully selected for the reason that Nairobi County and its neighborhoods constitute approximately 70% of the total capital base of DT-Sacco's in the country (SASRA). Nairobi county is the business centre of Kenya and its key to the economic transformation of East and Central Africa. The city becomes a critical region for a researcher with the aim of establishing generalizable findings to that can be applied to the entire populace of DT- Saccos in Kenya.

#### 3.2 Research Design

The study applied a cross-sectional survey design. The justification of this methodology approach was the objective of the study. The study purpose was to exemplify employee dedication and organizational performance associations. Earlier to testing this connection, the researchers revealed the manifestations of the nominated employee dedication (using one sample t-tests). The study concepts for employee dedication were level of overtime, disciplinary cases and recognition.

#### 3.3 Target Population

The sample frame for the study consisted of a survey of all DT- Saccos in Nairobi that are licensed by SASRA to operate front office savings accounts (FOSA) business (SASRA, 2023). The DT- Sacco's are a section of the cooperatives sector and encompasses Sacco's that offer savings and credit financial facilities to its members.

#### 3.4 Sample Size and Sampling Procedure

A census sampling was ideal owing to the small number of the total population. The study was for a one-year period running from September, 2023 - August, 2024. The key respondents were the Human Capital Manager's (HCM's) of the sampled DT-Saccos. These HR executives were nominated for the research since Sacco features to be verified are greatly identified by them. The study applied purposive sampling procedure to determine the sample scope.

#### 3.5 Data Collection Instruments and Procedures

The stud utilized quantitative data that was gathered from all the forty- six (46) DT-Saccos that were certified to operate Sacco commerce in Nairobi by the regulator through a structured questionnaire. The scholars disseminated the instrument to the respondents with the aid of trained research assistants. HCMs who are top executives of the entities were the target respondent. Comparable studies of (Nigusea & Getachew, 2019) successfully utilized the same technique. The informants supplied information on a 5-point Likert scale, varying from 1- strongly disagree) to 5- strongly agree (Likert, 1961).

#### 3.6 Reliability and Validity

The Cronbach's Alpha Coefficient Values were applied to measure the reliability of the scales and scale items. The values range from 0 to 1, with a greater coefficient demonstrating a strong correlation across the objects (Mugenda & Mugenda, 2013). A high value advocates that there is consistency in investigating the phenomenon of interest among the items. A value of 0.7 is generally regarded as the least level of tolerable internal consistency and was used as the standard for establishing the reliability of the study scales (Bryman & Bell, 2019).

To develop content validity, the study used gauging instruments advanced in prior related scholarly works, inclusive of indicators learned from documented literature. A pilot study was done to test the questionnaire on a small sample of three (3) DT - Sacco's in western Kenya. The sample represented a 7% of the total target population of forty-six (46) DT - Sacco's. The pre-testing helped the researchers uncover any deficiencies in the questionnaire, and carefully examined the instrument to guarantee that the approaches of analysis were suitable. The pre-trial study contributors did not form part of the final inquiry.

Subject matter validity of staff dedication and success of DT- Sacco in Nairobi was achieved through looking for input from technocrats and practitioners in the field of HRM. Criterion-related validity was determined by comparing the instrument with an alternative measure or procedure that stood previously tested and confirmed to be effective.

Diagnostics tests were conducted to gauge the statistical adequacy or deficiencies of the variables for data analysis. The study used the Shapiro-Wilk test, Q-Q plot, homogeneity of variance evaluation and convergence analysis to explore the statistical errors. Preliminary tests assess the suitability of data collection's methods for the study. Collinearity or multicollinearity happens when independent and dependent concepts are uncorrelated or correlated (Keith, 2019).

### 3.7 Data Processing and Analysis

The data was examined using descriptive statistics of percentages, standard deviations and mean scores. Inferential statistics applied correlation and simple regression analyses. The research utilized percentages and averages to ascertain the proportion of the indicators. Correlation analysis and Student's t-test analyzed the constructs linkages. The scholars tested how the independent variable affected the dependent variable by means of simple regression analysis (Saunders et al., 2019).

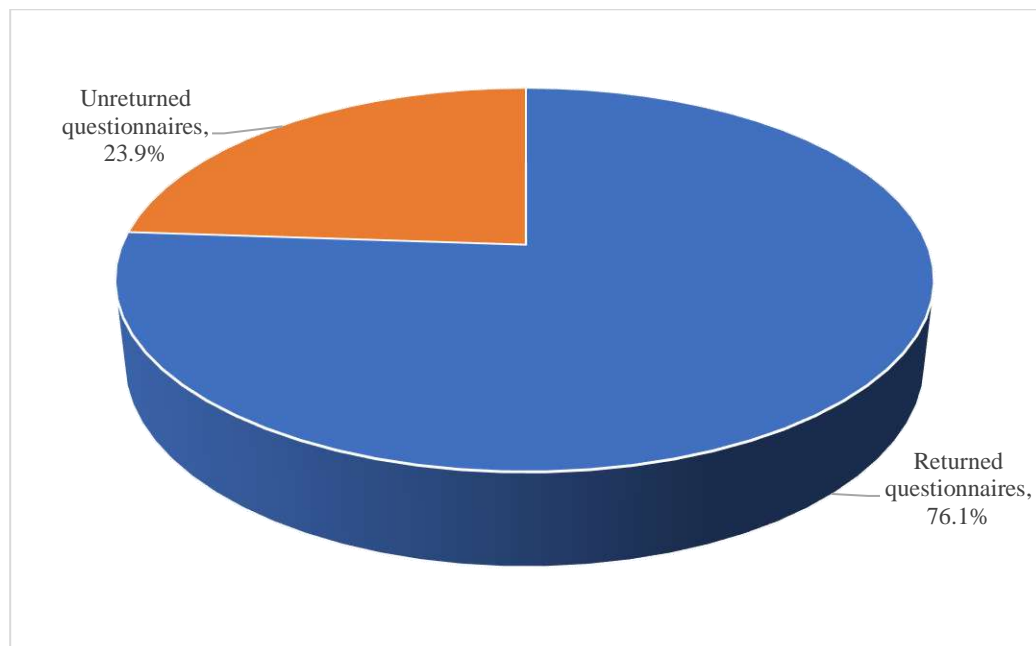
The coefficient of determination (R<sup>2</sup>) measured the predictor indicator's contribution on the variations in dependent variable (Mugenda, 2011). The hypothesis of the study was framed as H<sub>0</sub>. Employee dedication has no noteworthy impact on performance of DT- Sacco's in Nairobi, Kenya. To test this hypothesis, the independent effect of employee dedication was regressed on the composite index of performance indicators.

The linkage of Organizational Performance (OP) and Employee Dedication (ED) is as follows. Model:  $OP = \beta_0 + \beta_1 X + \epsilon$ . Where X represents Employee Dedication and  $\beta_0$  is the constant and  $\beta_1$  is the coefficient slope or gradient for ED and  $\epsilon$  is the error term.

## IV. FINDINGS & DISCUSSION

### 4.1 Response Rate

The segment delivers a detailed outline of the results obtained from both descriptive and regression analysis of the agreed data. A total of 46 questionnaires were distributed to respondents (HCMs) who were provided with sufficient time to completely fill them. Thirty-five (35) inquiry forms were filled and returned, representing a response rate of 76.1%. The rejoinder rate is consistent with Kothari (2011) who declaration that an inquiry return rate of 50% or above is adequate for a descriptive research. Figure 1 below present study response rate.



**Figure 1**  
*Questionnaire Return Rate*

### 4.2 Descriptive Results of the Study

#### 4.2.1 Employee Dedication

The aim of the study was to examine the inspiration of employee dedication on the performance of DT- Sacco's in Nairobi, Kenya. The employee dedication variables considered for the study were overtime, disciplinary cases and recognition. Data for the inquiry was collected utilizing a five-point Likert scale. A brief of the descriptive results is depicted in Table 1.



**Table 1**  
*Employee Dedication*

Statement		Not at All	Small Extent	Moderate Extent	Large Extent	Very Large Extent	Mean (SD)
The workers are faithful to the vision and purpose of the cooperative.	N	0	2	3	13	17	4.29 (0.86)
	%	0.0	5.7	8.6	37.1	48.6	
The organization experiences and records minimal levels of disciplinary cases.	N	1	2	3	8	21	4.31 (1.05)
	%	2.9	5.7	8.6	22.9	60.0	
The organization employees have been recognized by stakeholders for exemplary performance.	N	1	0	11	11	12	3.94 (0.97)
	%	2.9	0.0	31.4	31.4	34.3	
The organization staff works overtime more often without complaining.	N	4	7	4	15	5	3.29 (0.74)
	%	10.4	20.0	10.4	41.5	15.0	
The organization supports employees in exerting full effort and energy to their assignment's.	N	0	8	7	12	8	3.57 (0.68)
	%	0.0	22.8	20.0	34.3	22.9	

The respondents to a very large extent (17(48.6%) agreed that the corporate workers are devoted to the mission and vision of the cooperative. The faithfulness portrayed by the Sacco employees has made the organization to grow and achieve its targets. Additionally, to a very large extent (21(60.0%) agreed that the Sacco experiences and records minimal echelons of sanction incidences. Moreover, to a superior range (12(34.3%) the organization labours have been appreciated by clients for excellent service delivery. This has directed the growth in inspiration of the Sacco employees, thus creating them be enthusiastic and achieve the corporate goals. Furthermore, to a great degree (15(41.5%) of the rejoinders settled that staff put extra-hours in their jobs willingly. This indicates the high rate of task completion by the Sacco workers. Lastly, to a large extent (12(34.3%) of the informants agree that the entities supports staff in exerting full effort and energy to their functions. This implies that the organization have good working environment and human resource management policies that promotes high productivity.

**4.2.2 Performance of DT-Saccos in Nairobi, Kenya**

The organizational performance of deposit-taking Saccos were classified into two parts, namely staff productivity and job delight viewpoints. The respondents' opinion with the statements on Sacco performance (employee productivity perspective and job satisfaction perspective) are depicted in Table 2.

**Table 2**  
*Performance of DT-Saccos in Nairobi, Kenya*

Staff Productivity Viewpoint		Not at All	Minor Extent	Medium Extent	Large Extent	Very Large Extent	Mean (SD)
Employees of the cooperative consume majority of their hours occupied on allocated responsibilities.	N	0	1	2	22	10	4.14 (0.73)
	%	0.0	2.9	5.7	62.9	28.6	
The Sacco products and customer care are of advanced quality and standards.	N	0	1	6	12	16	4.23 (0.84)
	%	0.0	2.9	17.1	34.3	45.7	
The rating of clientele service has monumentally improved in the prior five years.	N	0	1	6	17	11	4.09 (0.78)
	%	0.0	2.9	17.1	48.6	31.4	
<b>Job Delight Viewpoint</b>							
There have been low rates of workers turnover in the Sacco.	N	1	4	3	12	15	4.03 (1.12)
	%	2.9	11.4	8.6	34.3	42.9	
The organization staff have recorded an insignificant rate of nonattendance for the earlier five years.	N	0	2	3	15	15	4.23 (.84)
	%	0.0	5.7	8.6	42.9	42.9	
The entity has witnessed no go-slows or work disruptions for the previous five years.	N	0	1	1	7	26	4.60 (.88)
	%	0.0	2.9	2.9	20.0	74.3	

The mean scores stretched from 4.03 to 4.60, implying a superior accord amid the informants on the effect of consultations. The uppermost mean score was the unit that the cooperative has experienced no workers drawn-out



boycott or demonstrations in the prior five years (Mean = 4.60; Standard Deviation (SD) = 0.88). This shows that there is a good working atmosphere and occupation gratification within organization employees.

Labor productivity is a vital constituent in gauging the success of a certain entity. To a great degree, 22(62.9%) of the respondents agreed that the cooperative employees utilize majority of their period clued to their allotted roles. Equally, to a large scope, 12(34.3%) and 17(48.6%) of the rejoinders agreed that the quality of the product and services produced is of classic standards and the superiority of client service has meaningfully improved for the past five years respectively. This illustrates that for a certain organization to accomplish its mandate and improve in performance, the top-executive need to constantly take into account nurturing staff productivity.

On respect to job satisfaction perspective, 15(42.9%) of the rejoinders to a higher degree greed that Sacco has recorded lower employee turnover. On an average score of 4.23, the informants accepted that the organization workers have posted a small number of non-appearance for the former five years. Finally, 26(74.3%) of the rejoinders to a large range settled that the organization has reported no work cessations or industrial action for the past five years. On average, the job satisfactions of the organization staff were fulfilled with its workplace.

### 4.3 Regression Analysis

The study aimed to investigate the relationships amongst employee dedication and performance of entities. The Correlation coefficient ( r ) test was used to establish if the model is critical in predicting performance of enterprises. The Pearson correlation analysis was utilized to determine the strength and direction of the linkages between employee dedication and organizational performance variables. Table 3 exposes the findings which calculates the course (Positive/negative) and the strength (Ranges from -1 to +1) of the connections between two continues or ratio/scale variables.

**Table 3**  
*Correlation Matrix*

		Dedication	Performance
Employee Dedication	Pearson Correlation	1	.627**
	Sig. (2-tailed)		.000
	N	35	35
Performance	Pearson Correlation	.627**	1
	Sig. (2-tailed)	.000	
	N	35	35

The correlation coefficient for employee dedication and performance was .627\*\*, p=0.000., <0.05, implying that there is significant positive association amid employee dedication and performance of deposit taking Saccos in Nairobi city, Kenya.

The aim of the inquiry was to observe the influence of employee dedication on performance of DT-Saccos. This objective corresponds with the hypothesis specified as  $H_0$ . *There is no significant relationship between employee dedication and performance of deposit - taking Sacco's s in Nairobi, Kenya.* To test this postulation and accomplish the study objective, staff dedication was measured applying the indicators of overtime, disciplinary cases and recognition. Organizational performance was tested along the perspectives of employee productivity and job satisfaction. Before testing the hypothesis, the separate effect of labor commitment pointers on the various extents of organizational performance. The findings are presented in Table 4.

**Table 4**  
*Regression Results of Employee Dedication on SACCO Performance*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.627 <sup>a</sup>	.394	.375	2.56301		
Model	Sum of Squares		Df	Mean Square	F	Sig.
1	Regression	140.766	1	140.766	21.429	.000 <sup>b</sup>
	Residual	216.777	33	6.569		
	Total	357.543	34			
b. Predictors: (Constant), Employee Dedication						
Model	Unstandardized Coefficients		Standardized Coefficients		T	Sig.
	B	Std. Error	Beta			
1	(Constant)	15.110	2.247		6.726	.000
	Employee dedication	.814	.176	.627	4.629	.000
a. Dependent Variable: performance						



The study results in Table 4, the figure for ( $R^2 = 0.394$ ,  $t$ -statistic=4.629,  $p$ -value=0.000). This implies that, 39.4% of changes in performance of deposit taking Sacco's in Nairobi, was elucidated by workers commitment. The findings revealed that staff dedication has a noteworthy influence on organization performance. Thus, at 5% level of significance the null hypothesis ( $H_0$ ) for the study was rejected, demonstrating that employee dedication has momentous connections on performance of deposit-taking Sacco's in Nairobi, Kenya. Thus, for each digit rise in staff dedication occasioned to a corresponding upsurge in performance of DT-Saccos in Nairobi by .814.

The computation is depicted in the subsequent model:

$$Y = \beta_0 + \beta X + \varepsilon$$

Where Y= Performance of deposit taking Sacco's in Nairobi City

$$\beta_0 = 15.110(\text{constant})$$

$$\beta_1 = 0.814$$

X= Employee dedication

Replacing the equation above with figures, the model converts to:  $Y = 15.110 + 0.814 * X$

The results ( $R^2 = 0.394$ ;  $t = 4.629$ ;  $p$ -value=0.000 < 0.05) designate that employee dedication impacts performance of deposit-taking Sacco's in Nairobi, Kenya. The findings concur with comparable researchers who opined that worker dedication positively affects organizational performance. For instance, Maina and Makokha, (2020) study on the determinants of staff commitment on institutional outcomes determined existence of a strong relationship among the two variables. Similarly, Maisyuri and Ariyanto (2021) interrogation of the effect staff vigor, absorption and dedication on the employee performance established a significant correlation amid the two concepts. Likewise, Eresia-Eke et al. (2023) revealed that the two key study independent and dependent constructs had a noteworthy connection in their investigation of the role of dimensions of work engagement in organizational success.

Nevertheless, the study findings contradict the scholarly works of Nevianto et al. (2021) who debate that employees cannot get their main roles implemented when subjected to pressure and overworked. Moreover, employee performance is a factor of work spirituality and disciplinary actions.

## V. CONCLUSIONS & RECOMMENDATIONS

### 5.1 Conclusion

The study determined that staff dedication has a remarkable impact on the performance of DT-Saccos in Nairobi. The introduction of independent indicators of employee dedication accounted for 39.4 % variation in organizational performance. The other changes of 60.6 % in performance could be attributed to other factors not in the model.

On practice, senior management of DT-Saccos should put more focus on promoting employee dedication as the study established existence of a momentous impact on organizational performance. On policy front, the Kenya Government should develop policies and procedures that boost employee commitment. This will enable the sector contribute in the socio-economic transformation of the country through financial inclusion.

The research confirms and disapproves some scholarly explorations. The results similarly maintained the three theoretical fundamentals that inspired the study. The findings confirm PET (Khan, 1990) that worker commitment alerts executives in making informed decisions on staff management and control. The results support the BSC Theory (Kaplan & Norton, 1992) in explaining organizational performance using employee productivity and satisfaction. The study discovered that the triumph of DT-Saccos in Nairobi could be accredited to employee commitment. The study has conscripted numerous implications for practice, strategy, and theoretical development.

### 5.2 Recommendations

The study recommended that;

DT-Saccos should focus on employee dedication strategies that include recognition for individual good performance in terms of their contribution and prescribe sanctions for underperformance.

The study recommended that Deposit-Taking Saccos should endure guaranteeing that there is unwavering employee dedication. The executive should intensify employee dedication by involving them in strategic decision-making, sharing of information, demonstrating transparency in management and facilitate an environment of trust.

DT-Saccos should implement HRM policies that prioritize employee engagement and commitment as it leads to increased creativity, innovation and knowledge sharing that are critical to achieving organization objectives and enhancing performance.

The researchers suggest that extra studies to investigate other independent variables of employee engagement of vigor, absorption and consultations and how they affect organizational performance in different context. Similarly,

the study could introduce moderating variables of leadership styles, communication and existing human resource management approaches to validate the results.

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