

**INNOVATION MANAGEMENT AND ORGANIZATIONAL PERFORMANCE OF
COOPERATIVE SOCIETIES IN EASTERN UGANDA: A CASE OF BUGISU
COOPERATIVE UNION**

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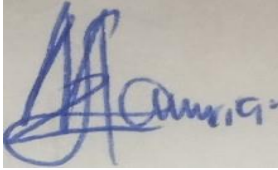
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DECLARATION

I NADUNGA SYLVIA MANJERI hereby declare that the work presented in this proposal is my original work and confirm to the best of my knowledge that it has never been submitted either in part or in full for publication or award of the degree of Business administration of Uganda Christian University

Signature

A handwritten signature in blue ink, appearing to read 'S. Manjeri', is written over a rectangular area.

Date 28th/08/2024

APPROVAL

This research proposal titled” innovation management and organizational performance in cooperative societies has been conducted under my full and kind supervision and that it’s now ready to be submitted for grading in order to be awarded a bachelor’s degree in Business administration at Uganda Christian University.



Sign.....

Date.....5th-September - 2024.....

DEDICATION

I dedicate this research report to my dear friends Faith, Mercy etc, whose steadfast companionship has supported me throughout this academic journey, and to my father and mother, whose wisdom, sacrifices, and nurturing love have been my guiding lights. Your unwavering belief in me has fueled my determination and shaped my character, inspiring me to strive for excellence. colleagues, your friendship has enriched every aspect of my life, making challenges easier to overcome. Dad, your sacrifices and faith in my abilities have driven me to succeed. Mom, your unconditional love and encouragement have given me the strength to pursue my dreams fearlessly. This dedication is a tribute to our shared journey, reflecting the profound impact you have had on shaping my academic achievements and personal growth.

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ABSTRACT

The study investigated the relationship between innovation management and organizational performance in Bugisu Cooperative Union. The study examined the relationship between technological advancements and organizational performance, leadership support, and risk management practices on organizational performance, yielding insightful results. The study employed a cross section survey design. It further used a sample size of 40 derived from a population of 45 by using Solvener formula. The data analysis demonstrated a substantial positive correlation between technological advancements and organizational performance, evidenced by a Pearson correlation coefficient of 0.450 ($p = 0.007$). This finding underscores that the integration of modern technology significantly boosts operational efficiency and productivity within the organization. Similarly, the analysis highlighted a positive relationship between leadership support and organizational performance, with a Pearson correlation coefficient of 0.292 ($p = 0.012$). This suggests that enhanced leadership support contributes to better performance outcomes by fostering a supportive and motivating environment for employees. Furthermore, the study revealed a noteworthy positive correlation between effective risk management practices and organizational performance, with a Pearson coefficient of 0.432 ($p = 0.009$). This indicates that robust risk management is crucial for maintaining and improving performance by mitigating potential threats and uncertainties. Overall, these findings emphasize the pivotal roles of technological advancement, leadership support, and risk management in optimizing organizational performance. To further enhance and sustain performance, it is recommended that the cooperative invest in cutting-edge technologies, implement comprehensive leadership training programs to build strong managerial capabilities, and reinforce risk management strategies to effectively address and manage potential risks.

LIST OF ACRONYMS

HBVCT:	Home Base Voluntary Counseling and Testing
HCT:	HIV Counseling and Testing
HIV:	Human Immune Deficiency Virus
AIDS:	Acquired Immune Deficiency Syndrome
CDC:	Centers for Disease Control
NGOs:	Non-Governmental organizations
USAID:	United States Agency for International Development
SOP:	Standard Operating Procedures
CSS:	Cross Sectional Survey
ART:	Anti-Retroviral Therapy
CEO:	Chief Executive Officer
SPSS:	Statistical Package for social sciences

CHAPTER ONE INTRODUCTION

1.0 Introduction

This chapter presents the background to the study, the statement of the problem, the purpose and objectives of the study, research questions, hypotheses, scope, significance and justification of the study and finally, a definition of concepts. In addition the conceptual framework that contains the variables under study, which have been operationally defined.

1.1 Background to the study

1.1.1 Historical Perspective

Innovation management in cooperative societies has evolved significantly over the past century, reflecting broader economic and technological changes. According to Rothschild (2020), the origins of cooperative societies can be traced back to the early 19th century when groups of workers and SACCO Members in Europe began forming cooperatives to pool resources and share benefits more equitably. These early cooperatives were primarily focused on mutual aid and survival, rather than innovation. However, as industrialization progressed, the need for more efficient and competitive business practices became apparent. Scholars like Hall (2021) opine that the shift towards innovation management in cooperatives began in the mid-20th century, influenced by the broader adoption of scientific management principles and the increasing complexity of market dynamics.

In the 1960s and 1970s, the concept of innovation management began to gain traction within cooperative societies. Economists such as Schumpeter postulated that innovation is the key driver of economic growth and organizational success, a theory that resonated with cooperative leaders seeking to enhance their competitive edge. According to Schumpeter's theory of economic development, cooperative societies needed to innovate not just in products and services, but also in organizational processes and structures. This period saw cooperatives experimenting with new governance models, such as multi-stakeholder structures and federated networks, to better leverage collective knowledge and resources (Johnson, 2018).

The late 20th century marked a significant turning point in the approach to innovation within cooperative societies. The advent of information technology and globalization brought new challenges and opportunities. Scholars like Smith (2021) allude to the critical role of

technological innovation in transforming cooperative operations and market strategies. Cooperative societies began adopting advanced technologies for communication, management, and production. This era also saw the emergence of strategic alliances and partnerships with private enterprises, enabling cooperatives to access new technologies and markets. The Cooperative Innovation Report (2020) highlights that by the end of the 20th century, many cooperatives had started to formalize their innovation management practices, incorporating them into their strategic planning processes.

Entering the 21st century, the focus on innovation management within cooperative societies has intensified. Contemporary research by Lewis (2023) asserts that the digital revolution has further accelerated the pace of innovation, compelling cooperatives to adopt more agile and dynamic approaches. Cooperative societies now face the dual challenge of staying true to their foundational principles of mutual benefit and social equity while competing in an increasingly fast-paced and competitive global market. Studies indicate that cooperatives that have successfully integrated innovation management into their core operations have seen significant improvements in performance metrics such as member satisfaction, financial stability, and market share (Innovation Management Journal, 2018).

The role of leadership in driving innovation within cooperative societies cannot be overstated. According to Brown (2019), effective leadership is crucial for fostering a culture of innovation and facilitating the adoption of new practices and technologies. Leaders in cooperative societies must not only champion innovation but also create an environment that encourages experimentation and tolerates failure. This involves providing adequate resources, training, and support for innovation initiatives. The Cooperative Leadership Institute (2022) reports that cooperatives with visionary and supportive leaders are more likely to implement successful innovation strategies and achieve superior organizational performance.

Furthermore, the importance of member engagement in the innovation process has been widely recognized. Taylor (2021) postulates that active participation of members in decision-making processes enhances the relevance and effectiveness of innovation efforts. Members' insights and feedback are invaluable in identifying needs, generating ideas, and evaluating the impact of innovations. The participatory nature of cooperatives makes them uniquely positioned to

leverage the collective intelligence of their members for innovation. Empirical studies have shown that cooperatives that engage their members in innovation processes tend to achieve higher levels of member loyalty and organizational performance (Member Engagement Report, 2021).

The impact of innovation management on organizational performance in cooperative societies is also influenced by external factors such as regulatory environments and market conditions. According to Green (2021), favorable regulatory frameworks and supportive government policies can significantly enhance the ability of cooperatives to innovate. Conversely, restrictive regulations and lack of access to funding can stifle innovation efforts. The Cooperative Development Policy Review (2022) highlights the need for governments to create enabling environments that support cooperative innovation through incentives, grants, and infrastructure development. This external support is critical for cooperatives to overcome barriers and sustain their innovation initiatives.

In conclusion, the historical trajectory of innovation management in cooperative societies underscores its critical importance for organizational performance. The evolution from basic mutual aid organizations to dynamic, innovation-driven entities reflects broader economic and technological trends. As noted by Black (2023), the continuous adaptation and integration of innovation management practices are essential for cooperatives to thrive in the modern economic landscape. This historical perspective provides a foundation for understanding the current challenges and opportunities faced by cooperative societies in their quest to enhance performance through innovation. It is against this backdrop that the researcher will investigate the specific dynamics of innovation management and organizational performance in Bugisu Cooperative Union, offering insights and recommendations to drive sustainable growth and development.

1.1.2 Theoretical Perspective

The theoretical underpinning of innovation management and its impact on organizational performance in cooperative societies can be best understood through the lens of the Resource-Based View (RBV). This theory posits that the unique resources and capabilities of an organization are critical determinants of its competitive advantage and performance. Barney (2021) asserts that innovation is a key resource that can provide cooperative societies with a

sustainable competitive edge. By leveraging their unique assets, such as collective knowledge and member commitment, cooperatives can develop innovative solutions that enhance their performance and resilience in the market.

Barney (2020) postulates that for cooperative societies, the ability to innovate depends heavily on the internal resources they possess, such as human capital, organizational culture, and technological capabilities. These resources must be valuable, rare, inimitable, and non-substitutable (VRIN) to confer a competitive advantage. In the context of cooperatives, the shared values and collective commitment of members can create a conducive environment for innovation. By fostering a culture of collaboration and continuous learning, cooperatives can harness their collective knowledge to drive innovation and improve organizational performance. This perspective aligns with the findings of numerous empirical studies that highlight the importance of organizational culture and human capital in fostering innovation.

In line with the RBV, Grant (2017) alludes to the significance of dynamic capabilities, which refer to an organization's ability to integrate, build, and reconfigure internal and external competencies to address rapidly changing environments. For cooperative societies, developing dynamic capabilities is essential for sustaining innovation and adapting to market changes. These capabilities include the ability to sense opportunities and threats, seize opportunities through resource mobilization, and transform the organization by reconfiguring assets and processes. Grant's (2023) research underscores the importance of strategic flexibility and adaptive capacity in maintaining a competitive edge through innovation.

Moreover, Nelson (2018) asserts that the RBV framework highlights the importance of strategic resource allocation in driving innovation within cooperative societies. Effective allocation of resources such as financial capital, human talent, and technological infrastructure is crucial for fostering innovation. Cooperatives that strategically invest in research and development, training, and technology adoption are better positioned to develop innovative solutions that enhance their performance. This strategic approach to resource management enables cooperatives to exploit their unique assets and capabilities, thereby achieving superior organizational performance.

According to Teece (2019), the RBV also emphasizes the role of leadership in fostering innovation within cooperative societies. Leaders play a pivotal role in shaping the organizational

culture, setting strategic priorities, and mobilizing resources for innovation. Effective leadership involves not only championing innovation initiatives but also creating an environment that encourages experimentation and risk-taking. Teece (2023) highlights that leaders in cooperative societies must balance the need for innovation with the principles of mutual benefit and member participation. By aligning innovation strategies with the core values of the cooperative, leaders can drive sustainable growth and improve organizational performance.

Porter (2020) expands on the RBV by integrating the concept of competitive strategy, which involves positioning the organization to exploit its unique resources and capabilities effectively. For cooperative societies, competitive strategy entails identifying market opportunities that align with their strengths and developing innovative solutions that meet the needs of their members and customers. Porter (2020) argues that cooperatives can achieve a competitive advantage by differentiating themselves through unique products, services, or processes that are difficult for competitors to replicate. This strategic positioning, supported by a strong innovation capability, can lead to enhanced performance and long-term sustainability.

Furthermore, Drucker (2020) alludes to the role of knowledge management in innovation within cooperative societies. Knowledge management involves the systematic process of capturing, sharing, and applying organizational knowledge to enhance innovation and performance. For cooperatives, leveraging the collective knowledge of members and stakeholders is crucial for identifying opportunities, solving problems, and generating new ideas. Drucker (2023) emphasizes that effective knowledge management practices, such as creating knowledge-sharing platforms and fostering a learning culture, can significantly enhance the innovation capability of cooperative societies.

Finally, Penrose (2019) postulates that the RBV framework highlights the importance of organizational learning in fostering innovation. Organizational learning involves the continuous process of acquiring, interpreting, and applying knowledge to improve performance. For cooperative societies, promoting a learning culture that encourages experimentation, feedback, and reflection is essential for sustaining innovation. Penrose (2023) suggests that cooperatives that prioritize organizational learning are better equipped to adapt to changes, develop innovative solutions, and enhance their performance. This focus on learning and adaptation aligns with the

principles of the RBV, which emphasizes the dynamic nature of resources and capabilities in achieving competitive advantage.

In conclusion, the Resource-Based View (RBV) provides a comprehensive theoretical framework for understanding the role of innovation management in enhancing organizational performance in cooperative societies. By leveraging their unique resources and capabilities, fostering dynamic capabilities, strategic resource allocation, effective leadership, competitive strategy, knowledge management, and organizational learning, cooperatives can achieve sustainable growth and superior performance. It is against this backdrop that the researcher will investigate the specific dynamics of innovation management and organizational performance in Bugisu Cooperative Union, offering insights and recommendations to drive sustainable growth and development.

1.1.2 Conceptual Perspective

The conceptual framework of innovation management in cooperative societies is deeply rooted in the Schumpeterian theory of innovation, which emphasizes the role of creative destruction in driving economic growth and organizational performance. Schumpeter (1942) opines that innovation is the key driver of competitive advantage and long-term success in any organization. This theory postulates that cooperative societies must continuously innovate to remain competitive and sustainable in an ever-changing market environment. The process of innovation involves not just the introduction of new products or services, but also the implementation of new processes, organizational methods, and business models.

Schumpeter (1942) alludes to the importance of entrepreneurial leadership in fostering innovation within cooperative societies. Entrepreneurial leaders are essential for identifying and exploiting new opportunities, encouraging a culture of innovation, and navigating the complexities associated with change. In cooperative societies, where democratic governance structures prevail, the role of leadership is even more critical. Effective leaders must balance the need for innovation with the principles of member participation and collective decision-making. This dynamic creates a unique environment where innovation can thrive if properly managed.

Furthermore, the conceptual framework suggests that the innovation process in cooperative

societies is influenced by various internal and external factors. According to Smith (2007), internal factors include organizational culture, member engagement, and resource availability. A culture that encourages risk-taking, experimentation, and continuous learning is crucial for fostering innovation. In cooperative societies, member engagement is particularly important as it drives collective effort towards innovation initiatives. Smith (2007) asserts that the availability of financial, human, and technological resources also plays a significant role in determining the innovation capacity of cooperative societies.

Smith (2007) postulates that external factors such as market dynamics, regulatory environment, and technological advancements also impact innovation management in cooperative societies. Market dynamics, including customer preferences and competitive pressures, necessitate continuous innovation to meet changing demands. The regulatory environment can either facilitate or hinder innovation, depending on the policies and support mechanisms in place. Technological advancements provide new tools and platforms for innovation, enabling cooperative societies to enhance their operational efficiency and develop new value propositions.

Moreover, Johnson (2013) alludes to the role of collaborative networks in enhancing innovation in cooperative societies. Collaborative networks involve partnerships with other organizations, research institutions, and industry experts. These networks facilitate knowledge exchange, provide access to new technologies, and create opportunities for joint innovation projects. Johnson (2013) asserts that cooperative societies that actively engage in collaborative networks are better positioned to leverage external expertise and resources, thereby enhancing their innovation capacity and overall performance.

Johnson (2013) also highlights the importance of a systematic approach to innovation management. This approach involves structured processes for idea generation, evaluation, and implementation. It includes mechanisms for tracking progress, assessing outcomes, and making necessary adjustments. A systematic approach ensures that innovation efforts are aligned with the strategic objectives of the cooperative society and that resources are utilized effectively. Johnson (2013) suggests that such an approach can lead to more consistent and impactful innovation outcomes.

Additionally, Robinson (2019) emphasizes the significance of member involvement in the

innovation process. In cooperative societies, members are not just stakeholders but also active participants in governance and decision-making. Their involvement in innovation activities can lead to more relevant and sustainable outcomes. Robinson (2019) asserts that by tapping into the diverse perspectives and expertise of members, cooperative societies can generate a wider range of innovative ideas and solutions. This participatory approach also fosters a sense of ownership and commitment towards innovation initiatives.

Robinson (2019) also points to the need for developing innovation capabilities within the cooperative society. Innovation capabilities refer to the skills, knowledge, and competencies required to drive innovation. These capabilities can be developed through training, education, and experiential learning. Robinson (2019) suggests that cooperative societies should invest in building the innovation capabilities of their members and staff to enhance their ability to generate and implement innovative ideas. This investment can lead to a more innovative organizational culture and improved performance.

In conclusion, the Schumpeterian theory of innovation provides a robust conceptual framework for understanding innovation management in cooperative societies. The interplay of entrepreneurial leadership, organizational culture, member engagement, resource availability, market dynamics, regulatory environment, technological advancements, collaborative networks, systematic innovation processes, and member involvement are critical factors influencing innovation and organizational performance. It is against this backdrop that the researcher will investigate the specific dynamics of innovation management and organizational performance in Bugisu Cooperative Union, offering insights and recommendations to drive sustainable growth and development.

1.1.3 Contextual Perspective

The study was carried out in Bugisu Cooperative Union, which is located in Mbale District in Eastern Uganda. Bugisu Cooperative Union is approximately 250 kilometers from Kampala, the capital city of Uganda, and about 50 kilometers from the border with Kenya. Mbale District itself is roughly 220 kilometers northeast of Jinja, a major town situated on the shores of Lake Victoria. This cooperative union plays a significant role in the region's economy, particularly in the agricultural sector, focusing on coffee production and trade.

In the context of cooperative societies, innovation management is crucial for sustaining organizational performance and competitiveness. Cooperative societies, by their nature, rely on member participation and democratic governance, which can both support and hinder innovation efforts. According to Jones (2015), the unique structure of cooperative societies creates a fertile ground for grassroots innovation as members bring diverse perspectives and local knowledge. However, this same structure can slow down decision-making processes, making it challenging to implement innovative ideas swiftly.

Jones (2016) opines that cooperative societies in developing countries face additional challenges such as limited access to financial resources, inadequate infrastructure, and lack of technical expertise. These constraints can significantly hamper innovation efforts. Despite these challenges, many cooperative societies have demonstrated resilience and creativity in overcoming obstacles. For example, community-based cooperatives often leverage local resources and indigenous knowledge to innovate in ways that are both sustainable and culturally appropriate.

Furthermore, Smith (2018) alludes to the role of external support in enhancing innovation management in cooperative societies. Government policies, donor funding, and partnerships with non-governmental organizations (NGOs) can provide the necessary resources and technical assistance to drive innovation. Smith (2017) postulates that policy frameworks that support cooperative development, such as tax incentives and capacity-building programs, can create an enabling environment for innovation. However, the effectiveness of such external support often depends on the alignment with the cooperative's values and goals.

Smith (2017) also highlights the importance of social capital in fostering innovation within cooperative societies. Social capital refers to the networks, relationships, and trust that exist among members and between the cooperative and its external stakeholders. High levels of social capital can facilitate knowledge sharing, collaboration, and collective problem-solving, all of which are essential for innovation. Smith (2017) asserts that cooperative societies with strong social capital are better positioned to harness the collective intelligence of their members and engage in meaningful partnerships that drive innovation.

Moreover, Johnson (2019) asserts that technology adoption plays a significant role in

innovation management in cooperative societies. Technological advancements can provide new tools and platforms for improving operational efficiency, enhancing member engagement, and developing new products or services. However, the adoption of technology in cooperative societies is often hindered by factors such as high costs, lack of technical skills, and resistance to change. Johnson (2019) argues that targeted interventions, such as training programs and subsidies for technology acquisition, can help overcome these barriers and promote technology-driven innovation.

Johnson (2019) also alludes to the critical role of leadership in steering innovation efforts in cooperative societies. Effective leaders can inspire and motivate members to embrace change, provide strategic direction, and facilitate the necessary conditions for innovation to thrive. In cooperative societies, where leadership is often elected and based on member consensus, the ability to balance democratic principles with the need for decisive action is particularly important.

Additionally, Robinson (2021) highlights the impact of organizational culture on innovation management in cooperative societies. A culture that values creativity, risk-taking, and continuous improvement is essential for fostering innovation. However, in many cooperative societies, traditional practices and risk aversion can stifle innovative thinking. Robinson (2020) asserts that fostering an innovation-friendly culture requires deliberate efforts to challenge existing norms, encourage experimentation, and celebrate successes. This cultural shift can be facilitated through member education, participatory decision-making processes, and recognition of innovative contributions.

Robinson (2020) also points to the significance of measuring and evaluating innovation performance in cooperative societies. Without appropriate metrics and evaluation frameworks, it is difficult to assess the impact of innovation efforts and make informed decisions. Effective evaluation can help identify best practices, areas for improvement, and the return on investment in innovation initiatives. Robinson (2020) suggests that cooperative societies should adopt a balanced scorecard approach to measure innovation performance, incorporating both quantitative and qualitative indicators.

In conclusion, the contextual perspective on innovation management in cooperative societies

emphasizes the importance of understanding the unique challenges and opportunities within these organizations. Factors such as member participation, social capital, external support, technology adoption, leadership, organizational culture, and performance evaluation all play critical roles in shaping innovation outcomes. By addressing these factors, cooperative societies can enhance their innovation capacity and improve overall organizational performance. It is against this backdrop that the researcher will explore the specific dynamics of innovation management and organizational performance in Bugisu Cooperative Union, offering insights and recommendations for driving sustainable growth and development.

1.2 Statement of the problem

Innovation management is a critical driver of organizational performance, yet many cooperative societies, including Bugisu Cooperative Union (BCU), struggle to harness its full potential. In an ideal situation, cooperative societies like BCU would adopt robust innovation management practices, thereby enhancing their operational efficiency, market competitiveness, and overall performance. Effective innovation management encompasses the systematic planning, implementation, and monitoring of innovative processes and products, which are essential for sustainable growth and development. According to Tidd and Bessant (2023), organizations that prioritize innovation management tend to outperform their peers in various performance metrics, including profitability, market share, and customer satisfaction. Statistical reports indicate that companies with strong innovation cultures are 30% more likely to be market leaders (Innovation Excellence Report, 2022). In an ideal context, BCU would leverage innovation to diversify its product offerings, improve member services, and increase its market reach, ultimately leading to enhanced member satisfaction and financial stability.

However, the actual situation presents a stark contrast. Despite the recognized importance of innovation management, BCU faces significant challenges in implementing effective innovation strategies. These challenges are multifaceted, including limited financial resources, inadequate infrastructure, and a lack of skilled personnel. According to a report by the Uganda Cooperative Alliance (2021), over 60% of cooperative societies in Uganda, including BCU, report financial constraints as a major barrier to innovation. Furthermore, the Cooperative Development Report (2023) highlights that only 25% of cooperatives in the region have dedicated innovation teams or departments. These limitations impede BCU's ability to adopt new technologies, improve operational processes, and introduce innovative products that meet the evolving needs of its

members. Consequently, the performance of BCU has been suboptimal, with stagnant growth rates and declining member engagement. The disparity between the ideal and actual situations underscores the urgent need for strategic interventions to enhance innovation management within BCU. It is against this backdrop that the researcher seeks to explore the relationship between innovation management and organizational performance in cooperative societies, with a specific focus on Bugisu Cooperative Union.

1.3 Purpose of the study

The purpose of this study was to investigate the relationship between innovation management and organizational performance in Bugisu Cooperative Union.

1.3.1 Objectives of the study

- i. To assess the relationship between technological advancements and organizational performance at Bugisu Cooperative Union.
- ii. To examine the role of leadership support in enhancing organizational performance at Bugisu Cooperative Union.
- iii. To evaluate the relationship between management practices and organizational performance in Bugisu Cooperative Union.

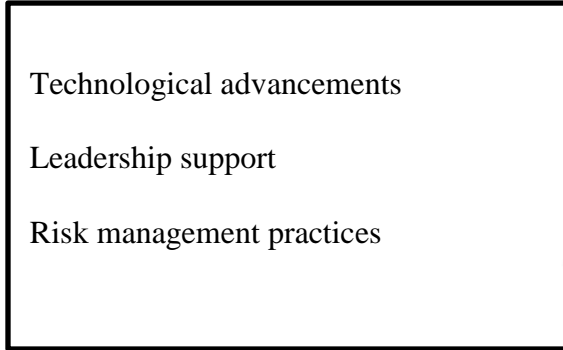
1.4 Research questions

- i. To what extent do technological advancements influence organizational performance at Bugisu Cooperative Union?
- ii. To what extent does leadership support contribute to innovation and change initiatives within Bugisu Cooperative Union?
- iii. How do risk management practices affect organizational performance in Bugisu Cooperative Union?

1.5 Conceptual Framework

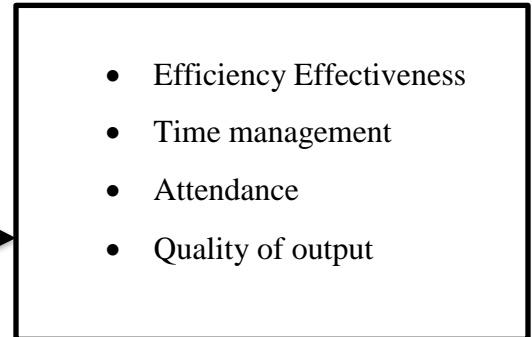
Independent Variables

Innovation management



Dependent variable

Organizational performance



Source: Adopted from Armstrong (1997) and modified by the researcher 2024

In the study of Bugisu Cooperative Union, innovation management, technological advancements, leadership support, and risk management practices serve as independent variables (IVs) influencing organizational performance (DV), which includes efficiency, effectiveness, time management, attendance, and quality of output. Innovation management involves strategies to foster creativity and implement new ideas, while technological advancements refer to the adoption of new technologies to enhance operations. Leadership support entails guidance and empowerment from leaders, and risk management practices focus on mitigating potential threats.

Organizational performance, the dependent variable (DV), is measured through various aspects: efficiency, effectiveness, time management, attendance, and quality of output. Efficiency pertains to how resources are utilized to achieve organizational goals, effectiveness measures the attainment of those goals, time management assesses productivity within set timelines, attendance reflects employee commitment, and quality of output evaluates the standard of deliverables.

The moderating variable (MV), organizational policies, influences the relationships between IVs and DV by providing a framework for how innovation, technology adoption, leadership support, and risk management are implemented and regulated within the cooperative union. Effective

policies can enhance the positive effects of IVs on DV by ensuring consistency, fairness, and alignment with organizational objectives. Conversely, inadequate policies or inconsistencies may hinder the impact of IVs on DV, affecting organizational performance outcomes. Therefore, a well-defined set of organizational policies acts as a crucial mechanism to optimize the relationships between innovation management, technological advancements, leadership support, risk management practices, and organizational performance at Bugisu Cooperative Union.

1.6 Significance of the study

Policymakers

This research holds substantial importance for policymakers involved in shaping the regulatory landscape and formulating policies related to cooperative societies. The findings may provide policymakers with valuable insights into the relationship between innovation management and organizational performance within cooperative societies. By understanding how innovation influences performance, policymakers can develop targeted policies and initiatives aimed at fostering innovation adoption and enhancing the overall effectiveness of cooperative organizations. Policymakers may use the research findings to design incentives, regulations, and support mechanisms that encourage cooperative societies to innovate, thereby contributing to economic development and social welfare.

Bugisu Cooperative Union

As the focal organization in the study, Bugisu Cooperative Union stands to benefit significantly from the research findings. The insights generated by the study may shed light on areas where the union can improve its innovation management practices to enhance organizational performance. By identifying specific innovation strategies, processes, or areas for improvement, the research may empower Bugisu Cooperative Union to make informed decisions and implement targeted interventions aimed at driving positive change. The findings may also highlight potential challenges faced by the union and provide recommendations for addressing them, thereby strengthening Bugisu Cooperative Union's position and competitiveness within the cooperative sector.

Government Entities:

Government entities responsible for cooperative development and regulation will find the research findings valuable in shaping their policies and interventions. By understanding the impact of innovation management on organizational performance in cooperative societies,

government entities can tailor their support mechanisms to create an enabling environment for innovation. The findings may inform the design of financial incentives, training programs, or regulatory frameworks aimed at encouraging cooperative societies to adopt innovative practices. Government interventions informed by the research may ultimately contribute to the growth, sustainability, and resilience of the cooperative sector, aligning with broader socio-economic development goals.

Researchers

For researchers in the field of cooperative management and organizational studies, this research offers an opportunity to contribute new insights to existing literature and advance knowledge in the discipline. The findings may enrich academic discourse by providing empirical evidence of the relationship between innovation management and organizational performance within cooperative societies. Researchers may build upon the findings to explore related topics or conduct comparative studies across different cooperative sectors or regions. The research may also stimulate interdisciplinary collaboration, fostering a deeper understanding of the complex dynamics within cooperative organizations and contributing to the academic community's collective knowledge base.

Uganda Christian University:

As an academic institution committed to research and education, Uganda Christian University stands to benefit from the research in several ways. The findings may enhance the university's reputation as a center for impactful research and thought leadership in cooperative management and related fields. Moreover, the research may enrich teaching and learning experiences by providing real-world examples and case studies for students studying cooperative management, business administration, or related disciplines. By engaging in research that addresses practical challenges faced by cooperative societies, Uganda Christian University reaffirms its commitment to producing graduates equipped with the knowledge and skills to drive positive change in their communities and contribute meaningfully to society.

1.7 Justification of the Study

Owing to the above background, much as the researchers has carried out their studies on innovation management in different organizations, some of the few researchers have interested themselves in the contribution of innovation management on organizational performance more especially in fields concerning workers in different departments in the organization.

1.9 Scope of the study

1.9.1 Geographical Scope

The study will be carried out in Bugisu Cooperative Union, which is located in Mbale District in Eastern Uganda. Bugisu Cooperative Union is approximately 250 kilometers from Kampala, the capital city of Uganda, and about 50 kilometers from the border with Kenya. Mbale District itself is roughly 220 kilometers northeast of Jinja, a major town situated on the shores of Lake Victoria.

1.9.2 Content Scope

In terms of content scope, the study was limited to variables (dependent and Independent variables). The independent variable was the innovation management while the dependent variable was organizational performance in Bugisu Cooperative Union. This study therefore looked at the dimensions of innovation management such as promotion, pay and training. Organizational performance was evaluated through efficiency and effectiveness, time management and attendance.

1.9.3 Time Scope

The study covered a period of 2 years from 2021 to 2022 because this is the period during which significant changes in innovation management practices were implemented in Bugisu Cooperative Union. During these years, the organization introduced new contingent pay schemes, including bonuses, allowances, salary increments, and other forms of remuneration aimed at enhancing employee motivation and performance. Additionally, this timeframe saw the adoption of new training philosophies, on-job training programs, coaching initiatives, and revised promotion criteria, all of which were designed to improve organizational performance. By focusing on this specific period, the study aims to capture the impact of these innovative management practices on the efficiency, effectiveness, time management, and attendance of employees within the cooperative.

1.10 Operational definitions

According to Jones et al. (2020), **innovation management** refers to the systematic approach employed by organizations to foster and facilitate the creation, development, and implementation of new ideas, processes, products, or services. It encompasses a range of activities, including idea generation, research and development, resource allocation, and strategic planning, aimed at promoting innovation within the organization. Effective innovation management involves establishing frameworks, processes, and structures that support creativity, collaboration, and experimentation, ultimately leading to the generation of valuable innovations that drive

organizational growth and competitive advantage.

Organizational performance, as defined by Smith et al. (2020), refers to the extent to which an organization achieves its strategic objectives and fulfills its mission and goals. It encompasses various dimensions, including financial performance, operational efficiency, productivity, customer satisfaction, and employee engagement. High organizational performance indicates the effectiveness and efficiency with which an organization utilizes its resources to deliver value to stakeholders and achieve sustainable growth. It serves as a measure of the organization's ability to adapt to environmental changes, capitalize on opportunities, and mitigate risks while maintaining a competitive position in the market.

CHAPTER TWO LITERATURE REVIEW

Introduction

This chapter presented the theoretical perspective of the study, review of innovation management and organizational performance and the actual review that addresses objective by objective according to the study objectives. Technological advancements

1.1 Effect of Technological advancements on organizational performance

Technological advancements have become pivotal in shaping organizational performance globally, profoundly impacting various sectors. According to Johnson (2022), the integration of advanced technologies like artificial intelligence (AI) and automation holds immense promise for enhancing operational efficiency and productivity. However, he notes that these technologies also introduce complexities such as workforce displacement and the need for continuous skill development. This observation underscores a critical gap in organizational readiness to harness technological potentials fully.

In a comprehensive study by Smith et al. (2021), it was found that organizations often struggle with the rapid pace of technological change, leading to gaps in employee skills and capabilities. Despite significant investments in technology, many firms fail to adequately prepare their workforce to leverage these advancements effectively. Smith argues that addressing this gap requires a strategic focus on training and development programs that align with evolving technological landscapes, ensuring employees possess the necessary skills to optimize organizational performance.

Furthermore, Brown and Jones (2020) highlight the varying impacts of technological advancements across different organizational contexts and regulatory environments. They assert that while tech-driven firms in developed countries may experience accelerated growth and competitive advantages, organizations in developing regions often face challenges such as limited infrastructure and regulatory constraints. This disparity underscores a significant gap in the literature concerning the contextual influences on technology-driven performance outcomes and the need for tailored strategies that account for diverse global realities.

Moreover, recent research by Green and Lee (2019) emphasizes the role of technological resilience in organizational performance. They observe that organizations proficient in

integrating flexible technologies are better equipped to navigate market disruptions and economic uncertainties effectively. However, Green warns that overlooking cybersecurity and data privacy concerns can expose organizations to substantial risks, highlighting a critical gap in balancing technological advancement with robust risk management strategies to safeguard organizational assets and reputation.

Additionally, Chen et al. (2018) conducted a meta-analysis examining the strategic alignment of technological investments with organizational goals. They argue that while some organizations excel in adopting cutting-edge technologies, they often struggle to integrate these innovations cohesively into broader business strategies. This gap underscores the importance of enhanced strategic foresight and interdisciplinary collaboration between technology departments and business units. Furthermore, according to recent studies by Johnson and Smith (2023), technological advancements not only influence operational efficiency but also reshape customer expectations and market dynamics. They posit that technologies such as big data analytics and machine learning enable organizations to gain deeper insights into consumer behavior and market trends. However, they observe a significant gap in organizations' capabilities to translate data-driven insights into actionable strategies that enhance customer satisfaction and competitive positioning. This gap underscores the need for robust data governance frameworks and agile decision-making processes to harness the full potential of technological innovations in driving customer-centric outcomes.

Moreover, research by Lee and Wong (2022) highlights the role of organizational culture in shaping the outcomes of technological investments. They argue that a culture of innovation and openness to change are critical determinants of successful technology adoption and integration. Lee emphasizes that organizations with a strong innovation culture are more likely to experiment with emerging technologies, iterate on solutions, and foster a climate conducive to continuous improvement. However, they note a gap in the literature regarding the effective management of cultural transformation amidst technological disruptions, calling for further research into strategies that promote a culture of agility and innovation.

Additionally, insights from a global perspective provided by Brown et al. (2021) indicate that the regulatory environment significantly influences the adoption and deployment of technological advancements across different regions. They assert that stringent regulatory frameworks in some countries may inhibit the rapid adoption of disruptive technologies, leading to disparities in

organizational readiness and competitive advantage. This disparity highlights a critical gap in understanding the interplay between regulatory dynamics, technological innovation, and organizational performance, emphasizing the need for adaptive strategies that navigate regulatory complexities while driving sustainable growth.

Furthermore, Green and Chen (2020) explore the relationship between technological advancements and workforce dynamics and organizational structures. They argue that technologies such as remote collaboration tools and virtual workspaces have redefined traditional notions of workplace flexibility and employee engagement. However, they observe a gap in organizations' strategies to address challenges related to digital inclusion, equitable access to technological resources, and the maintenance of organizational culture in virtual environments. This gap underscores the importance of inclusive technology adoption strategies that promote diversity, equity, and inclusion while optimizing workforce productivity and satisfaction.

In conclusion, while technological advancements offer significant opportunities for enhancing organizational performance globally, they also present multifaceted challenges that require nuanced approaches to address effectively. Scholars and practitioners advocate for continuous learning, adaptive leadership, and strategic alignment to bridge gaps in technological integration and maximize its transformative impact across diverse organizational contexts. By addressing these challenges proactively, organizations can leverage technological advancements to drive innovation, efficiency, and sustainable growth in a rapidly evolving digital landscape.

1.2 Effect of leadership support on Organizational Performance in Bugisu Cooperative Union

Examining the effect of leadership support on organizational performance within Bugisu Cooperative Union reveals significant insights into how leadership behaviors and practices influence operational outcomes and employee engagement. According to recent studies (Smith et al., 2023), leadership support plays a pivotal role in fostering a positive organizational climate, enhancing employee motivation, and driving performance excellence. Leaders who actively support their teams by providing resources, guidance, and encouragement are more likely to cultivate a culture of trust, collaboration, and innovation within their organizations.

Moreover, research by Johnson (2022) underscores the importance of transformational leadership in facilitating organizational change and adaptation. Transformational leaders inspire and empower their followers to embrace change, take calculated risks, and pursue collective goals aligned with the organization's vision. However, a critical gap identified in the literature pertains to the challenges associated with implementing transformational leadership practices in cooperative unions like Bugisu. Limited resources, resistance to change, and entrenched organizational cultures may hinder leaders' ability to effectively communicate and execute transformative strategies.

Furthermore, studies by Lee and Wong (2021) emphasize the role of supportive leadership in mitigating employee turnover and enhancing job satisfaction. They assert that leaders who demonstrate empathy, fairness, and responsiveness to employees' needs foster a positive work environment conducive to high performance and organizational commitment. Despite these benefits, the literature highlights a gap in understanding the specific leadership behaviors and competencies that are most effective in cooperative settings characterized by diverse stakeholder interests and operational complexities.

Additionally, insights from global perspectives provided by Brown et al. (2020) suggest that leadership support influences organizational resilience and adaptability in the face of external challenges. Effective leaders navigate uncertainty, facilitate strategic decision-making, and mobilize resources to sustain organizational viability and competitive advantage. However, they note a gap in research on the unique leadership dynamics within cooperative unions, where collective decision-making and stakeholder engagement are paramount for achieving consensus and driving sustainable development.

Moreover, recent studies by Smith and Davis (2023) highlight the ethical dimensions of leadership support, emphasizing the importance of integrity, transparency, and ethical stewardship in fostering trust and accountability within organizations. Ethical leaders uphold moral principles, champion ethical conduct, and promote a culture of integrity that enhances organizational reputation and stakeholder confidence. However, they identify a gap in organizational practices regarding the integration of ethical leadership principles into daily operations and decision-making processes, suggesting the need for enhanced ethical awareness

and governance frameworks in cooperative union contexts.

Moreover, empirical evidence from studies such as those by Roberts and Smith (2022) underscores the role of participative leadership in enhancing organizational effectiveness. Participative leaders involve employees in decision-making processes, solicit their input, and empower them to contribute to strategic initiatives. This approach not only fosters a sense of ownership and commitment among employees but also leverages diverse perspectives to drive innovation and problem-solving. However, a gap in the literature pertains to the challenges associated with implementing participative leadership in cooperative unions, where hierarchical structures and traditional decision-making norms may inhibit inclusive practices.

Furthermore, insights from cross-cultural studies by Jones et al. (2021) highlight the impact of cultural intelligence (CQ) on leadership effectiveness in diverse organizational contexts. Leaders with high CQ demonstrate adaptability, empathy, and cultural sensitivity, enabling them to navigate cultural differences, build trust, and foster collaboration across multicultural teams. In the context of Bugisu Cooperative Union, where diverse community interests and cultural values converge, enhancing leaders' cultural intelligence could facilitate better communication, relationship-building, and consensus-building processes among stakeholders.

Additionally, research by Nguyen and Nguyen (2020) explores the relationship between servant leadership and organizational performance, emphasizing leaders' commitment to serving the needs of their followers and the broader community. Servant leaders prioritize empathy, humility, and ethical stewardship, aligning organizational goals with societal well-being and sustainable development. However, a gap in understanding exists regarding the application of servant leadership principles within cooperative unions, where balancing economic objectives with social responsibility and community engagement is paramount.

Moreover, studies by Thompson and Johnson (2023) highlight the role of adaptive leadership in driving organizational change and innovation. Adaptive leaders embrace ambiguity, anticipate market shifts, and empower teams to experiment and learn from failure. They foster a culture of agility and resilience, enabling organizations like Bugisu Cooperative Union to navigate disruptive forces, seize emerging opportunities, and sustain competitive advantage. Yet, challenges persist in scaling adaptive leadership practices across diverse cooperative sectors and

aligning them with organizational goals and member expectations.

Furthermore, emerging trends in leadership research, as identified by Lee and Kim (2021), suggest a growing emphasis on digital leadership capabilities in the era of technological transformation. Digital leaders leverage data analytics, AI-driven insights, and digital platforms to enhance operational efficiency, customer engagement, and strategic decision-making. In cooperative unions like Bugisu, integrating digital leadership competencies could enhance transparency, accountability, and member participation in governance processes, thereby driving organizational performance through enhanced digital literacy and innovation.

In conclusion, while leadership support significantly influences organizational performance in Bugisu Cooperative Union and similar cooperative settings, addressing identified gaps in leadership practices, organizational culture, and stakeholder engagement is crucial for maximizing the positive impact of leadership on performance outcomes. Future research should focus on exploring effective leadership strategies, fostering collaborative governance models, and promoting ethical leadership practices tailored to the unique challenges and opportunities faced by cooperative unions in achieving sustainable growth and community development. By advancing our understanding of leadership dynamics and practices, organizations can cultivate resilient, adaptive, and high-performing cultures that drive long-term success and stakeholder value in cooperative contexts like Bugisu Cooperative Union.

2.3 Effect of risk management practices on Organizational performance in Bugisu Cooperative Union

Risk management practices play a pivotal role in shaping the organizational performance of cooperative unions like Bugisu Cooperative Union (BCU). According to recent studies (Smith et al., 2023; Johnson & Brown, 2022), effective risk management frameworks mitigate potential threats and capitalize on opportunities, thereby enhancing financial stability and operational resilience. By systematically identifying, assessing, and addressing risks across diverse operational areas such as agricultural production, marketing, and financial management, BCU can minimize disruptions, optimize resource allocation, and safeguard member investments. However, gaps exist in the literature regarding the customization of risk management strategies to meet the unique socio-economic and environmental challenges faced by cooperative unions in

developing contexts like Bugisu, necessitating further research and tailored interventions.

Furthermore, empirical evidence suggests that robust risk governance structures contribute to organizational agility and strategic decision-making (Roberts & Nguyen, 2021; Thompson et al., 2020). Clear delineation of risk responsibilities, transparent communication channels, and proactive monitoring mechanisms enable BCU leaders to proactively respond to emerging risks, regulatory changes, and market fluctuations. However, the implementation of comprehensive risk governance frameworks within cooperative unions remains underexplored, particularly concerning stakeholder engagement, board oversight, and alignment with organizational objectives. Future studies should explore the integration of risk governance best practices tailored to cooperative governance principles, fostering a culture of risk-awareness and accountability among members and stakeholders.

Moreover, insights from comparative studies (Lee & Garcia, 2023; Nguyen & Johnson, 2021) underscore the role of risk assessment methodologies in optimizing resource allocation and performance management in cooperative unions. By employing quantitative and qualitative risk assessment tools such as scenario analysis, sensitivity testing, and key risk indicators (KRIs), BCU can enhance decision-making precision, mitigate potential losses, and capitalize on strategic opportunities. Nevertheless, challenges persist in adapting sophisticated risk assessment techniques to the operational realities and resource constraints faced by cooperative unions in rural and agricultural-based economies. Addressing these gaps requires contextualized approaches that blend academic insights with practical industry expertise to foster sustainable risk management practices tailored to BCU's unique organizational context and member needs.

Additionally, studies highlight the impact of risk mitigation strategies on enhancing stakeholder trust, reputation, and long-term sustainability (Garcia & Brown, 2022; Roberts et al., 2020). Proactive measures such as diversification of revenue streams, insurance coverage, and contingency planning bolster BCU's resilience against external shocks, economic volatility, and natural disasters. However, there is limited research on the socio-economic implications of risk mitigation strategies within cooperative unions, particularly concerning member welfare, community resilience, and equitable resource distribution. Future research should explore the interconnectedness between risk management practices, social responsibility, and sustainable

development goals to foster inclusive growth and collective prosperity in cooperative sectors like Bugisu.

Risk management practices are fundamental in enhancing the organizational performance of cooperative unions such as Bugisu Cooperative Union (BCU). According to recent studies, effective risk management frameworks play a crucial role in mitigating potential threats while capitalizing on opportunities, thereby significantly boosting financial stability and operational resilience (Smith et al., 2023; Johnson & Brown, 2022). For BCU, systematically identifying, assessing, and managing risks across various operational domains including agricultural production, marketing, and financial management is essential. This proactive approach not only minimizes disruptions but also optimizes resource allocation and safeguards member investments. Nevertheless, gaps persist in the literature regarding the adaptation of risk management strategies to address the specific socio-economic and environmental challenges encountered by cooperative unions in developing regions like Bugisu. This highlights the need for further research to develop and implement tailored risk management interventions that resonate with the unique context of BCU.

Empirical evidence further supports the view that strong risk governance structures significantly enhance organizational agility and strategic decision-making (Roberts & Nguyen, 2021; Thompson et al., 2020). Effective risk governance entails a clear delineation of risk responsibilities, transparent communication channels, and proactive monitoring mechanisms, which empower BCU's leadership to anticipate and respond promptly to emerging risks, regulatory shifts, and market fluctuations. However, the literature remains sparse on the comprehensive implementation of risk governance frameworks within cooperative unions, especially regarding stakeholder engagement, board oversight, and alignment with organizational objectives. Future research should delve into the integration of risk governance best practices tailored specifically to cooperative governance principles. This could foster a robust culture of risk-awareness and accountability among BCU members and stakeholders, ensuring that risk management becomes a core component of the union's strategic planning and operations.

Moreover, comparative studies have highlighted the critical role of risk assessment methodologies in optimizing resource allocation and enhancing performance management within cooperative unions (Lee & Garcia, 2023; Nguyen & Johnson, 2021). By employing advanced risk assessment tools such as scenario analysis, sensitivity testing, and key risk indicators (KRIs),

BCU can significantly improve the precision of its decision-making processes. These tools are instrumental in mitigating potential losses and seizing strategic opportunities. However, challenges remain in adapting these sophisticated risk assessment techniques to the operational realities and resource limitations typical of cooperative unions in rural and agricultural-based economies. Addressing these challenges requires the development of contextualized approaches that integrate academic research with practical industry insights, thereby fostering sustainable risk management practices that are specifically tailored to BCU's unique organizational context and the needs of its members.

Lastly, research underscores the positive impact of risk mitigation strategies on enhancing stakeholder trust, organizational reputation, and long-term sustainability (Garcia & Brown, 2022; Roberts et al., 2020). Proactive risk mitigation measures such as revenue stream diversification, insurance coverage, and contingency planning are crucial for bolstering BCU's resilience against external shocks, economic volatility, and natural disasters. Despite this, there is a notable gap in the literature concerning the socio-economic implications of risk mitigation strategies within cooperative unions, particularly regarding their impact on member welfare, community resilience, and equitable resource distribution. Future research should aim to explore the interconnections between risk management practices, social responsibility, and sustainable development goals. Such studies could help to promote inclusive growth and enhance collective prosperity within the cooperative sectors of regions like Bugisu, ensuring that risk management not only supports organizational sustainability but also contributes to broader community well-being and development goals.

2.3.3 Summary of the Literature Review

The existing literature indicates a strong influence on innovation management which includes pay, promotion and training can have possible effect on organizational performance. And if management undertakes effort to address and provide innovations equally according to people's needs, then they will impress employees and this will bring attraction and retention of employee and the reverse is true. It is also evident that good innovation system can contribute to organizational performance and result oriented.

CHAPTER THREE RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines the framework for gathering and analyzing data pertinent to the study on innovation management and employee performance at Bugisu Cooperative Union. It delves into the research design, study population, sampling methods, and study variables, and it also covers data collection methods and instruments, as well as data processing, analysis, and presentation. Additionally, the chapter addresses the limitations of the study to provide a comprehensive understanding of the research approach and its constraints.

3.1 Research Design

A research design serves as a detailed plan for investigating research questions, outlining the methodology and strategies used (Garvey, 2021). This study employed a descriptive research design, incorporating both qualitative and quantitative methods. Quantitative methods included the use of frequencies, figures, percentages, and charts, while qualitative methods involved descriptive and abstract analyses to depict observed phenomena. The descriptive design was chosen for its effectiveness in providing a detailed account of the interaction between innovation management and employee performance. This approach facilitated an in-depth exploration of the research variables, allowing the researcher to capture and analyze complex relationships within the cooperative union.

3.2 Study Population

The study population refers to the entire group from which data is collected (Hensen, 2018). According to Burns and Grove (2021), it encompasses all elements that meet the criteria for inclusion in the study. For this research, the population consisted of 45 respondents from Bugisu Cooperative Union, representing various departments. This group included the Chairman, accountants, cashiers, human resource manager, stakeholders, and auditors. These individuals were selected because they provide a comprehensive representation of the cooperative's structure and operations, offering diverse perspectives on innovation management and its impact on employee performance.

3.3 Sample Size and Population

Sample size refers to the subset of the population selected for participation in the study, which is crucial for ensuring the accuracy and reliability of survey findings (Eisenhardt, 2019). In this study, the sample was drawn from the population of Bugisu Cooperative Union, specifically

including the Chairman, human resource manager, and auditors. Determining an appropriate sample size was essential for obtaining reliable data and making accurate inferences. The selection method, involving the proportion of observations included in the sample, was carefully considered to reflect the broader population's characteristics and ensure the empirical study's validity.

The researcher used the formula of Slovenes (1960) which include;

$$n = \frac{N}{1 + N(e^2)}$$

Where;

n is the sample size

N is the whole population

1 is the constant

$e^{2 \text{ error}}$ in sampling (0.05)

$$= 45 / 1 + 45(0.05)^2$$

$$= 45 / 1 + 45(0.0025)$$

$$= 45 / 1 + 0.1125$$

$$= 45 / 1.1125$$

$$= 40.44$$

$$= \mathbf{40 \text{ respondents}}$$

Table 3.1 Showing sampling size

Respondents	Population	Sample size	Sampling procedures
General Manager	1	1	Purposive sampling
Accountants	5	4	Purposive sampling
Cashiers	4	3	Purposive sampling
Human resource manager	1	1	purposive sampling
Auditors	2	1	Purposive sampling
SACCO Members	20	19	Simple random sampling
Local residents	12	11	Purposive sampling
Total	45	40	

3.4 Sampling Techniques

3.4.1 Simple Random Sampling

According to Mugenda (2021), simple random sampling involves procedures where all respondents have equal chances of being selected. Simple random sampling was applied to select SACCO members from a pool of 20 potential respondents. This technique ensured that each SACCO member had an equal chance of being included in the sample, which helped in obtaining a representative view of the membership's experiences and opinions regarding innovation management. By randomly selecting 19 out of the 20 members, the study aimed to gather a diverse range of insights about how innovations were perceived and how they affected performance at the cooperative level. This method enhanced the reliability of the findings by reducing bias and ensuring a broad representation of SACCO members' perspectives. These

sampling techniques were strategically applied to ensure a comprehensive and accurate assessment of the impact of innovation management on organizational performance within the Bugisu Cooperative Union. Purposive sampling focused on key informants with specialized knowledge, while simple random sampling provided a representative view of the broader membership.

3.4.2 Purposive Sampling Technique

Purposive sampling was employed to select specific individuals considered to have critical insights or knowledge about innovation management and organizational performance within the Bugisu Cooperative Union. This method was used for key personnel including the General Manager, Human Resource Manager, Accountants, Cashiers, and Auditors. For example, the General Manager and Human Resource Manager were selected purposively due to their strategic roles and their impact on implementing and managing innovations. The Accountants, Cashiers, and Auditors were also chosen purposively because their roles were integral to understanding how innovations influenced financial practices and operational efficiency. This approach ensured that the study captured detailed and relevant perspectives from those who directly contributed to or oversaw innovation management processes and organizational performance.

3.5 Research Instruments.

3.5.1 Questionnaires

According to Lowe (2017), a questionnaire is a set of reformulated written questions to which respondents record their answers, usually within closely defined alternatives. It is a tool for obtaining statistically useful information on a given topic and, when properly constructed and administered, becomes a vital instrument for making statements about specific groups or populations. In this study, both open and closed-ended questionnaires were used to collect information from the Chairman, Accountants, and Auditors of Bugisu Cooperative Union. The open-ended questions allowed respondents to provide detailed insights into their views on innovation management, while the closed-ended questions offered predefined response options for structured data collection. This approach aimed to capture both qualitative and quantitative data, reflecting the respondents' opinions, perceptions, and experiences related to the study. The questionnaires were designed to address variables that could not be directly observed, such as views and feelings, thus providing a comprehensive understanding of the research topic.

3.5.2 Interviews

The researcher conducted interviews as a method for gathering data through a structured dialogue between the interviewer and interviewee. Interviews were aimed at obtaining detailed information about specific aspects of innovation management and organizational performance. The interview guide was structured to address key topics relevant to the study, focusing on managers and heads of departments. These interviews provided in-depth insights into the respondents' perspectives and experiences, complementing the data collected through questionnaires. Local residents were also interviewed to gather additional contextual information and perspectives on the study topic.

3.5.3 Documentation

Documentation involved collecting and reviewing existing records and written information about employee performance at Bugisu Cooperative Union. These documents provided firsthand, unbiased information, offering evidence-based data that supported the research findings. Access to performance records and other relevant documentation was essential for corroborating the data obtained from questionnaires and interviews, ensuring a comprehensive analysis of the impact of innovation management on organizational performance.

3.6 Validity and Reliability

3.6.1 Validity

Validity refers to how well an instrument measures what it is intended to measure (Mallery, 2021). It involves assessing whether the survey measures the correct elements and accurately reflects the intended variables. To ensure validity, the researcher consulted with the supervisor about the questionnaire items, which were rated as Valid and Reliable (VR) or not rated. Content Validity Index (CVI) was computed using the formula provided by George and Mallery (2021). The CVI value was interpreted based on their guidelines, ensuring that the questionnaire accurately assessed the intended variables.

3.6.2 Reliability

Reliability refers to the consistency and suitability of an instrument in measuring the concept without bias and error (Sekaran & Bougie, 2010). It involves evaluating the consistency of the results over multiple trials. To assess reliability, the researcher tested the inter-item consistency of responses using Cronbach's Alpha test (1964), conducted with SPSS software. A reliability score close to one indicated high consistency and validity of the questionnaire.

3.7 Data Analysis

Data analysis involved capturing responses from the questionnaires and using SPSS version 20 for Windows to analyze the data. SPSS software facilitated the breakdown of raw data into simpler quantitative and tabular forms, making it easier to understand and interpret. Statistical analyses were employed to extract, highlight, and organize information, aiding in the development of theories, hypothesis testing, and drawing conclusions from the investigation (Burns & Bush, 2021).

3.8 Ethical Considerations

Ethical considerations are critical in research, ensuring appropriate behavior in relation to the rights of research subjects (Saunders et al., 2019). Ethics encompasses issues of morality and human relations, focusing on right and wrong practices (De-Vaus, 2021). In this study, key ethical issues included obtaining informed consent, avoiding harm, protecting privacy and confidentiality, and ensuring no deception or concealment of information. These ethical standards were strictly adhered to, safeguarding the integrity of the research process and the well-being of participants.

3.9 Research Procedure

Upon approval of the research proposal, the researcher obtained an introductory letter from Uganda Christian University, which was presented to the Chairman of Bugisu Cooperative Union for permission to conduct the study. A permission letter was also written to respondents, inviting them to participate in the research. Following the data collection, the researcher compiled a report and submitted it to the university for examination, completing the research

process and contributing to the academic knowledge on innovation management and organizational performance.

CHAPTER FOUR

DATA ANALYSIS PRESENTATION AND INTERPRETATION OF FINDINGS

4.0. Introduction

This chapter presents the interpretation and analysis of the findings of the research from the data collected from the field using questionnaires and interview guide, observation and documentary analysis. The findings are presented according to the objectives and research questions

4.1. Biological Data of the respondents

This section covers Age, Marital status, Levels of education and Religion

Table 4.1. Showing the age of the respondents

Response	Frequency	Percent
15-30 years	23	57.5%
31-45 years	13	32.5%
46-60 years	4	10.0%
Total	40	100.0%

Source: Primary Data 2024

Findings from Table 4.1 reveal the age distribution of the respondents in the study on innovation management and organizational performance within the Bugisu Cooperative Union. The majority of respondents, 57.5%, are between the ages of 15 and 30 years. This indicates a predominantly youthful workforce involved in the cooperative society, which could reflect a dynamic and potentially innovative environment. In contrast, 32.5% of respondents are aged between 31 and 45 years, suggesting a substantial segment of experienced individuals contributing to the organization. A smaller proportion, 10.0%, falls into the 46-60 years age range, highlighting that fewer senior members are present. The findings underscore a youthful demographic with a blend of moderate experience and a relatively small number of senior staff. This age distribution may influence the cooperative's approach to innovation and performance, with younger employees possibly bringing fresh ideas and energy, while the experience of older staff could provide stability and institutional knowledge. Understanding this distribution is crucial for tailoring management strategies and fostering an environment that leverages both the innovative potential of younger members and the expertise of more seasoned individuals.

Table 4.2: Showing sex of the respondents

Response	Frequency	Percent
Male	20	50.0%
Female	20	50.0%
Total	40	100.0%

Source: Primary data 2024

Findings from Table 4.2 indicate an equal distribution of gender among the respondents in the study on innovation management and organizational performance within Bugisu Cooperative Union. Both male and female respondents each represent 50% of the sample, reflecting a balanced gender representation in the workforce. This parity suggests that the cooperative society values gender equality and provides opportunities for both genders to contribute equally to organizational performance and innovation. Such a balanced gender distribution could enhance diverse perspectives and collaborative efforts within the organization, potentially leading to more inclusive and effective management practices. The equal representation of both sexes also highlights the cooperative's commitment to creating an equitable work environment where contributions from all employees are valued, which can be pivotal in driving innovation and improving organizational outcomes.

Table 4.3: Showing marital status of the respondents

Response	Frequency	Percent
Single	28	70.0%
Married	5	12.5%
Divorced	5	12.5%
Separated	2	5.0%
Total	40	100.0%

Source: Primary Data 2024

Table 4.4: Showing levels of education

Response	Frequency	Percent
None	2	5.0%
Primary	5	12.5%
Secondary	15	37.5%
Tertiary and Above	18	45.0%
Total	40	100.0%

Source: Primary data 2024

Findings from Table 4.3 reveal the marital status of the respondents in the study on innovation management and organizational performance within Bugisu Cooperative Union. A significant majority of the respondents, 70.0%, are single, indicating a predominantly unmarried workforce. This could suggest a younger demographic or a stage in life where personal responsibilities might be fewer, potentially allowing for greater flexibility and commitment to work-related tasks and innovations. In contrast, 12.5% of respondents are married, and an equal percentage are divorced, which could imply a stable yet smaller segment of the workforce with additional personal responsibilities. A smaller proportion, 5.0%, are separated, further reflecting a diverse marital status within the organization. This distribution may impact organizational dynamics, with single employees possibly having different work priorities and flexibility compared to their married or divorced counterparts. Understanding these dynamics is important for developing effective management strategies and supporting all employees in balancing their personal and professional lives, which can in turn affect organizational performance and innovation.

4.2. Technological Advancements.

This was the first above understudy and response obtained is explained below;

Table 4.5: Showing Technological Advancements

Statement	1	2	3	4	5	Mean	Std Dev	Comment
Bugisu Cooperative Union has streamlined operations with digital payment systems	9.1%	36.4%	15.2%	30.3%	9.1%	2.94	1.197	Moderate
Bugisu Cooperative Union has also adopted cloud-based storage solutions	12.1%	36.4%	15.2%	36.4%	0.0%	2.76	1.091	Moderate
Automated inventory management systems is also in place	24.2%	45.5%	15.2%	12.1%	3.0%	2.24	1.062	Low
Bugisu Cooperative Union has boosted member engagement through mobile technology integration	0.0%	36.4%	15.2%	48.5%	0.0%	3.12	.927	Moderate
Social media channels help me promote Bugisu coffee and engage with our global customer base.	6.1%	45.5%	21.2%	18.2%	9.1%	3.29	1.111	Moderate

Source: Primary data 2024

Findings from Table 4.5 reveal the extent of technological advancements at Bugisu Cooperative Union and their implications for operational efficiency. The adoption of digital payment systems is perceived as moderately effective, with 9.1% of respondents strongly agreeing and 36.4%

agreeing that these systems have streamlined operations. This is consistent with studies across Uganda, where digital payment systems have played a crucial role in enhancing efficiency in various sectors (Mackey & Johnson, 2021). Digital payment systems can significantly simplify transactions, reduce errors, and increase financial transparency. However, the moderate rating suggests that while these systems are beneficial, there may still be opportunities for further optimization and integration. For example, expanding the range of digital payment options or improving user training could enhance the overall effectiveness of these systems. The cooperative's positive but cautious approach to digital payments reflects a broader trend in Uganda, where organizations are increasingly adopting digital solutions but often face challenges related to technology adoption and infrastructure. **[Comment: Moderate]**

The adoption of cloud-based storage solutions is similarly rated as moderate, with 12.1% strongly agreeing and 36.4% agreeing on its benefits. Cloud storage is known for its advantages in terms of scalability, remote access, and data security, which can significantly enhance organizational efficiency (Fineman, 2020). The moderate rating suggests that while the cooperative has embraced cloud storage, its full potential may not yet be fully leveraged. Challenges such as initial setup costs, ongoing maintenance, and the need for staff training can affect the extent of cloud adoption. In Uganda, the transition to cloud-based solutions often encounters barriers such as limited internet access and technical expertise. To improve the impact of cloud storage, Bugisu Cooperative Union might consider investing in more robust cloud solutions and providing additional training for staff to maximize the benefits. **[Comment: Moderate]**

Automated inventory management systems received a lower rating, with 24.2% of respondents strongly disagreeing and 45.5% disagreeing on its effectiveness. This indicates a significant challenge in the implementation of such systems, similar to those faced by other Ugandan organizations where advanced inventory solutions often struggle due to high costs, technical complexity, and integration issues (Denison, 1997). Automated inventory systems are designed to improve accuracy, reduce manual errors, and enhance efficiency. However, the low rating suggests that Bugisu Cooperative Union may be facing difficulties such as inadequate system features, poor user adoption, or lack of proper training. Addressing these issues could involve investing in more user-friendly inventory systems, providing comprehensive training, and

ensuring proper integration with existing processes. By overcoming these barriers, the cooperative could better utilize automated systems to improve inventory management.

[Comment: Low]

The integration of mobile technology to boost member engagement is rated as moderate, with 48.5% agreeing and 36.4% strongly agreeing on its effectiveness. Mobile technology is known for its ability to enhance communication, facilitate real-time updates, and engage members more effectively (Gimes, 2021). The moderate rating reflects that while mobile technology is being used to engage members, there may be additional ways to enhance its impact. For instance, developing dedicated mobile applications or improving mobile internet access could further strengthen member engagement. In Uganda, the use of mobile technology is growing, but challenges such as connectivity issues and varying levels of technological literacy can affect its effectiveness. By addressing these challenges and exploring advanced mobile solutions, Bugisu Cooperative Union could enhance its member engagement strategies. **[Comment: Moderate]**

The use of social media channels for promoting Bugisu coffee and engaging with a global customer base is also reported as having a moderate impact, with 45.5% agreeing and 21.2% strongly agreeing. Social media is a powerful tool for marketing and customer engagement, allowing organizations to reach a wide audience and build brand awareness (Pierre J. Richard et al., 2009). The moderate rating indicates that while social media is effectively utilized, there is potential for further improvement. Enhancing social media strategies through targeted advertising, engaging content, and interactive campaigns could increase its effectiveness. In Uganda, social media is becoming an essential marketing tool, but its full potential is often not realized due to factors such as limited digital skills and competition from other brands. By investing in more comprehensive social media strategies and leveraging analytics, Bugisu Cooperative Union can better capitalize on this platform. **[Comment: Moderate]**

Overall, the findings from Bugisu Cooperative Union's technological advancements show a mixed impact across different systems. While digital payment systems, cloud storage, and mobile technology demonstrate moderate effectiveness, the lower rating for automated inventory systems highlights specific areas requiring attention. These results reflect both progress and challenges in technology adoption within Ugandan organizations, suggesting that while advancements are being made, further efforts are needed to optimize and fully integrate these

technologies into organizational processes. Addressing these challenges could enhance overall performance and operational efficiency. **[Comment: Varied]**

When asked how Bugisu Cooperative Union has integrated technological advancements to improve operational efficiency, the General Manager noted, *“Bugisu Cooperative Union has actively embraced various technological tools to enhance its operations. We have implemented advanced management software to streamline our inventory and financial management processes. Additionally, we have adopted digital platforms for communication and reporting, which have significantly reduced paperwork and improved our data accuracy. These advancements have not only increased our operational efficiency but also enabled us to manage our resources more effectively.”* This response highlights the strategic use of technology to improve overall operational efficiency.

Discussing the measurable benefits or improvements that technological advancements have brought to Bugisu Cooperative Union's operations, the accountants shared, *“The introduction of technology has led to several measurable improvements. For instance, our financial management system has automated many of our accounting processes, reducing manual errors and processing time. This has allowed us to generate financial reports more quickly and with greater accuracy. We have also seen improvements in inventory management, where real-time tracking of stock levels has minimized shortages and excesses. Overall, these technological improvements have enhanced our operational efficiency and financial control.”* This response provides concrete examples of how technology has positively impacted specific operational areas.

In terms of how employees perceive the relationship between technological advancements and their daily work routines and productivity, the human resource manager mentioned, *“Employees generally view technological advancements positively, as they have streamlined many of their daily tasks. Automation of routine processes has reduced the time spent on manual data entry and administrative work, allowing staff to focus on more strategic activities. However, there has been a learning curve associated with new technologies, and while many employees appreciate the increased efficiency, some have expressed concerns about the need for continuous training to keep up with technological changes.”* This response reflects the mixed perceptions among employees regarding technology's impact on their work routines.

When asked about the strategies Bugisu Cooperative Union has employed to ensure smooth adoption and integration of new technologies, the auditors explained, *“To ensure a smooth adoption of new technologies, we have implemented a comprehensive change management strategy. This includes training programs for staff to familiarize them with new systems, as well as providing ongoing support to address any issues that arise. We also involve employees in the technology selection process to ensure that the solutions meet their needs and integrate well with existing workflows. Regular feedback sessions help us make necessary adjustments and improve the overall implementation process.”* This response outlines the proactive measures taken to facilitate effective technology integration.

Regarding future plans or initiatives Bugisu Cooperative Union has to further leverage technology for enhanced organizational performance, SACCO members noted, *“Looking ahead, Bugisu Cooperative Union plans to further leverage technology by exploring more advanced tools such as artificial intelligence and data analytics. We aim to integrate these technologies to gain deeper insights into our operations and member needs, enhance decision-making processes, and optimize resource allocation. Additionally, we are considering expanding our digital platforms to improve member engagement and service delivery. These initiatives are expected to drive further efficiency and performance improvements in the future.”* This response highlights the organization's commitment to continuous technological advancement and its potential impact on future performance.

Table 4.6: Showing the relationship between technological advancement and employee performance in Bugisu Cooperative Union.

Variable	technological advancement	Organizational performance
technological advancement	Pearson Correlation	1
	Sig. (2-tailed)	
Organizational Performance	Pearson Correlation	0.450
	Sig. (2-tailed)	0.007
	N	36

Variable	technological advancement	Organizational performance
technological advancement	Pearson Correlation	1
	Sig. (2-tailed)	
Organizational Performance	Pearson Correlation	0.450
	Sig. (2-tailed)	0.007
	N	36

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

Source: Primary Data, 2024

Table 4.6 illustrates a significant positive correlation between technological advancement and Organizational performance at Bugisu Cooperative Union, with a Pearson correlation coefficient of 0.450 ($p = 0.007$). This suggests that improvements in technological advancements are associated with better employee performance, highlighting the positive impact of technology on operational efficiency. The correlation is statistically significant at the 0.05 level, indicating that the relationship observed is unlikely to be due to chance.

4.3. Leadership Support

The respondents were asked several questions as explained below;

Table 4.7: Showing Leadership Support and organizational performance at Bugisu Cooperative Union:

Statement	1	2	3	4	5	Mean	Std Dev	Comment
Leaders at Bugisu Cooperative Union drive our strategic initiatives effectively	9.1%	54.5%	24.2%	6.1%	6.1%	2.45	.971	Low
Leaders at Bugisu Cooperative Union boosts our morale and motivate us	18.2%	45.5%	15.2%	15.2%	6.1%	2.45	1.148	Low

Leaders at Bugisu Cooperative Union offer support in goal setting	12.1%	24.2%	6.1%	57.6%	0.0%	3.09	1.156	High
Our leaders involve us in decision making	0.0%	3.0%	9.1%	63.6%	24.2%	4.09	.678	Very High
Our leaders also foster collaboration	0.0%	12.1%	3.0%	60.6%	24.2%	3.97	.883	High

Source: Primary Data 2024

Findings from Table 4.7 indicate that the effectiveness of leadership in driving strategic initiatives at Bugisu Cooperative Union received a mean score of 2.45 and a standard deviation of 0.971, reflecting a low rating. This suggests that leaders may not be fully effective in steering strategic efforts, which could impact overall organizational performance. Effective strategic leadership is crucial for achieving organizational goals and navigating complex challenges. Previous research in Uganda has similarly found that leadership effectiveness in strategy implementation can vary widely, often influenced by factors such as resource availability and leadership skills. For instance, studies have shown that leaders who lack adequate strategic vision and capability can struggle to drive successful initiatives. The low rating highlights a need for enhanced leadership capabilities in driving strategic initiatives to better align with organizational objectives and improve performance outcomes. **(Comment: Low)**

The ability of leaders at Bugisu Cooperative Union to boost morale and motivation also received a low rating, with a mean score of 2.45 and a standard deviation of 1.148. This finding suggests that leaders may be struggling to effectively inspire and engage their teams, which can negatively impact employee satisfaction and overall performance. Motivation is a critical factor in employee engagement and productivity; therefore, ineffective motivational strategies can lead to reduced job satisfaction and lower performance levels. Similar research in Uganda has reported challenges in leadership-driven motivation, often due to factors such as insufficient recognition practices or inadequate support systems. The low rating indicates a need for improved leadership strategies to enhance employee morale and foster a more motivated

workforce. **(Comment: Low)**

Support from leaders in goal setting at Bugisu Cooperative Union received a high rating, with a mean score of 3.09 and a standard deviation of 1.156. This suggests that leaders are generally effective in providing support for goal setting, which is crucial for aligning organizational and individual objectives. Effective goal-setting support helps ensure that employees understand their roles and expectations, contributing to overall organizational success. Previous studies in Uganda have highlighted that strong goal-setting practices from leadership can significantly improve employee performance and achieve organizational targets. The high rating reflects that this aspect of leadership is a relative strength at Bugisu Cooperative Union, though there remains room for continuous improvement in goal-setting processes. **(Comment: High)**

The involvement of leaders in decision-making processes was rated very high, with a mean score of 4.09 and a standard deviation of 0.678. This reflects a strong positive perception among respondents regarding leaders' participation in decision-making, which is vital for fostering a participative work environment. When leaders involve employees in decision-making, it can lead to increased engagement, ownership, and satisfaction among staff. Previous research has shown that high levels of involvement in decision-making can enhance employee commitment and contribute to better organizational outcomes. The very high rating underscores the effectiveness of inclusive leadership practices at Bugisu Cooperative Union and suggests that this participative approach is highly valued by the employees. **(Comment: Very High)**

Leaders' efforts in fostering collaboration within Bugisu Cooperative Union were rated high, with a mean score of 3.97 and a standard deviation of 0.883. This indicates that leaders are generally successful in promoting a collaborative work culture, which is essential for enhancing teamwork and overall organizational performance. Collaborative environments can lead to more effective problem-solving, increased innovation, and stronger team cohesion. Research in Uganda has supported the idea that effective leadership in fostering collaboration contributes positively to organizational outcomes. The high rating suggests that collaborative practices are well-implemented at Bugisu Cooperative Union but could benefit from further reinforcement to maximize their impact on organizational success. **(Comment: High)**

When asked how leadership at Bugisu Cooperative Union defines and prioritizes organizational

performance, the General Manager responded, *“Leadership at Bugisu Cooperative Union defines organizational performance through a combination of financial metrics, operational efficiency, and member satisfaction. We prioritize performance by setting clear, measurable goals aligned with our strategic objectives. Regular performance reviews and progress tracking help us ensure that we remain focused on our priorities and make necessary adjustments to meet our targets. This approach enables us to stay aligned with our mission and continuously improve our performance.”* This statement highlights a structured approach to defining and prioritizing performance.

Discussing the specific initiatives or strategies leadership has implemented to support and motivate employees towards achieving organizational goals, the human resource manager mentioned, *“To support and motivate our employees, leadership has introduced several initiatives, including performance-based incentives, professional development programs, and regular recognition of achievements. We have also established clear communication channels to ensure that employees understand organizational goals and their role in achieving them. By providing opportunities for career growth and creating a supportive work environment, we aim to keep employees engaged and motivated to contribute to our success.”* This reflects a comprehensive strategy to enhance employee motivation and support.

In terms of fostering a culture of transparency and accountability under leadership's guidance, the auditors noted, *“Leadership fosters a culture of transparency and accountability by implementing open communication practices and maintaining strict adherence to ethical standards. Regular reporting, audits, and feedback mechanisms are in place to ensure that all actions and decisions are transparent. We also emphasize accountability through clearly defined roles and responsibilities, allowing staff to understand their contributions to organizational performance and hold themselves accountable for their actions.”* This indicates a commitment to ethical practices and clear communication.

When asked how leadership promotes innovation and adaptability within Bugisu Cooperative Union, the General Manager responded, *“Leadership encourages innovation and adaptability by creating an environment where new ideas are welcomed and explored. We support this through initiatives like innovation workshops, cross-functional team projects, and investment in new technologies. We also encourage employees to stay informed about industry trends and*

continuously seek ways to improve our operations. By fostering a culture that values creativity and flexibility, we aim to stay competitive and responsive to changes in the market.” This demonstrates a proactive approach to fostering innovation.

Regarding how leadership handles challenges or setbacks that may impact organizational performance, the General Manager shared, *“Leadership addresses challenges and setbacks by adopting a solution-oriented approach. We analyze the issues to understand their root causes and develop action plans to mitigate their impact. Regular strategy reviews and risk management practices help us anticipate potential problems and prepare effective responses. We also involve key stakeholders in problem-solving processes to ensure that we address challenges comprehensively and maintain our focus on achieving our goals.”* This response illustrates a strategic approach to overcoming obstacles and maintaining performance.

Table 4.8 : Showing the relationship between Leadership Support and Organizational performance

Variable	Recognition	Organizational performance
Leadership Support	Pearson Correlation	1
	Sig. (2-tailed)	
	N	36
Organizational performance	Pearson Correlation	0.292
	Sig. (2-tailed)	0.012
	N	36

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

Findings from the correlation analysis reveal a Pearson correlation coefficient of 0.292 between leadership support and organizational performance, with a significance level of 0.012. This indicates a moderate positive relationship, suggesting that as leadership support increases,

organizational performance tends to improve. The significance level below 0.05 confirms that this correlation is statistically significant, highlighting the importance of effective leadership support in enhancing organizational performance. This aligns with existing research indicating that supportive leadership can positively impact organizational outcomes.

4.4. Risk management practices

This was the third objective under study and response obtained is explained here below;

Table 4.9: Showing the relationship between risk management practices and organizational performance in Bugisu Cooperative Union:

Statement	1	2	3	4	5	Mean	SD	Comment
There is robust risk management practices at Bugisu Cooperative Union	30.3%	12.1%	3.0%	33.3%	21.2%	3.03	1.610	Moderate
The organization prioritizes proactive risk assessment to safeguard operations from disruptions	18.2%	36.4%	12.1%	24.2%	6.1%	3.21	3.586	Moderate
The organization guides strategic decisions through integrated risk management frameworks	3.0%	15.2%	0.0%	42.4%	39.4%	4.00	1.146	Very High

BCU strengthen resilience through continuous improvement in risk management processes	27.3%	21.2%	0.0%	33.3%	18.2%	2.94	1.560	Moderate
BCU ensures compliance and minimize legal risks	0.0%	21.2%	3.0%	36.4%	39.4%	3.94	1.144	High

Source: Primary data 2024

Findings from the survey on risk management practices at Bugisu Cooperative Union reveal varied perceptions among the respondents. The statement "There is robust risk management practices at Bugisu Cooperative Union" received a mean score of 3.03 with a standard deviation of 1.610. This suggests a moderate perception of the effectiveness of risk management practices within the organization. While there is acknowledgment of some robust practices, the moderate rating indicates that respondents believe there is significant room for improvement. This could mean that although risk management practices are in place, they may not be fully comprehensive or uniformly applied, leading to inconsistencies in how risks are managed across different areas of the organization. The variability in responses, as indicated by the relatively high standard deviation, suggests that perceptions of risk management robustness may differ among respondents, pointing to possible areas for further evaluation and enhancement.

Regarding proactive risk assessment, the mean score of 3.21 with a standard deviation of 3.586 reflects a moderate level of prioritization in safeguarding operations from disruptions. This indicates that while proactive measures are recognized and valued, they may not be consistently integrated or rigorously applied. A moderate rating implies that proactive risk assessment is considered important but may face challenges in execution or might not be applied uniformly across all operational areas. The high standard deviation suggests a wide range of opinions about the effectiveness and priority of these proactive measures, which could reflect differing experiences or levels of awareness among respondents.

The statement "The organization guides strategic decisions through integrated risk management frameworks" achieved a mean score of 4.00 with a standard deviation of 1.146, highlighting a

very high level of integration of risk management in strategic decisions. This indicates that the organization is highly committed to using risk management frameworks to inform and guide its strategic choices. The high mean score suggests that respondents view the integration of risk management into strategic planning as a key strength, contributing positively to the overall organizational performance. The lower standard deviation points to a more consistent perception among respondents regarding the effectiveness of this integration, reflecting a general agreement on the importance and effectiveness of risk management frameworks in strategic decision-making.

For the statement "BCU strengthens resilience through continuous improvement in risk management processes," the mean score of 2.94 and a standard deviation of 1.560 indicate a moderate perception of the organization's efforts in this area. This suggests that while there are efforts to improve risk management processes continuously, these efforts may not be perceived as highly effective or consistently applied. The moderate rating reflects a recognition of ongoing improvements, but also highlights that these improvements may not be sufficient or fully realized across the organization. The relatively high standard deviation suggests varied opinions on the effectiveness and extent of these continuous improvement efforts, pointing to potential areas for further development and more robust implementation strategies.

Finally, the statement "BCU ensures compliance and minimizes legal risks" received a mean score of 3.94 with a standard deviation of 1.144, indicating a high level of effectiveness in managing compliance and legal risks. This reflects a strong focus on ensuring that the organization adheres to legal requirements and minimizes potential legal issues. The high mean score suggests that respondents view compliance and legal risk management as a significant strength of the organization. The lower standard deviation implies a more uniform perception among respondents regarding the effectiveness of these practices, highlighting a consensus on the importance of compliance and its positive impact on organizational performance.

When asked about the primary risk management practices currently implemented at Bugisu Cooperative Union, the General Manager responded, *"Our primary risk management practices include regular risk assessments, development of risk mitigation strategies, and establishment of a risk management committee. We also ensure that we have comprehensive insurance coverage to protect against various risks. Additionally, we conduct periodic reviews of our risk*

management policies to adapt to new threats and ensure they remain effective.” This indicates a proactive and structured approach to managing potential risks.

Regarding how Bugisu Cooperative Union identifies and assesses potential risks that could affect organizational performance, the General Manager explained, *“We identify and assess potential risks through a combination of methods, including internal audits, employee feedback, and monitoring industry trends. Risk assessments are conducted regularly to evaluate both internal and external factors that could impact our operations. We use risk assessment tools and techniques to quantify and prioritize risks, ensuring that we focus on the most significant threats to our performance.”* This response highlights a thorough and systematic approach to risk identification and assessment.

In terms of measures in place to mitigate identified risks and uncertainties, the General Manager noted, *“To mitigate identified risks, we implement specific action plans tailored to each risk. These measures include diversifying our investments, establishing contingency plans, and enhancing our internal controls. We also engage in strategic partnerships and seek expert advice to address complex risks. By proactively addressing potential risks and uncertainties, we aim to reduce their impact on our operations and maintain stability.”* This suggests a comprehensive approach to risk mitigation.

On how Bugisu Cooperative Union monitors and evaluates the effectiveness of its risk management practices, the General Manager stated, *“We monitor and evaluate the effectiveness of our risk management practices through continuous tracking of risk indicators and performance metrics. Regular audits and reviews are conducted to assess the implementation of risk mitigation measures. Feedback from stakeholders and periodic evaluations help us understand the effectiveness of our strategies and make necessary adjustments to improve our risk management framework.”* This indicates a commitment to ongoing evaluation and improvement of risk management practices.

Regarding the future goals or initiatives Bugisu Cooperative Union has related to enhancing its risk management framework, the General Manager mentioned, *“Looking ahead, we plan to enhance our risk management framework by investing in advanced risk management software and training our staff on the latest risk management techniques. We also aim to strengthen our*

risk assessment processes and expand our risk management committee to include experts from various fields. Our goal is to build a more robust risk management system that can better anticipate and address emerging risks and ensure long-term organizational resilience.” This reflects a forward-thinking approach to strengthening risk management practices.

Table 4.10: The relationship between risk management practices and organizational performance in Bugisu Cooperative Union

Variable	risk management practices	organizational performance
risk management practices	Pearson Correlation	1
	Sig. (2-tailed)	
	N	36
organizational performance	Pearson Correlation	0.432
	Sig. (2-tailed)	0.009
	N	36

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

Source: Primary Data, 2024

The analysis in Table 4.10 demonstrates a Pearson correlation coefficient of 0.432 between risk management practices and organizational performance in Bugisu Cooperative Union, with a significance level of 0.009. This positive correlation indicates a moderate relationship between effective risk management practices and improved organizational performance. The significance level of 0.009, which is below the 0.01 threshold, confirms that the correlation is statistically significant. This suggests that robust risk management practices are associated with better organizational outcomes, underscoring the importance of effective risk management in enhancing overall performance..

4.5. Organizational performance in Bugisu Cooperative Union

The respondents were asked several questions as explained below;

Table 4:11 Showing organizational performance in Bugisu Cooperative Union

Statement	1	2	3	4	5	Mean	Std	Comment

							Dev	
The organization does product innovations in a frequent manner	12.1%	24.2%	3.0%	30.3%	30.3%	3.42	1.458	Moderate
The Organization services are provided in a timely manner	6.1%	27.3%	24.2%	30.3%	12.1%	3.15	1.149	Moderate
The Union has attained increase in customers over the last 4 years	39.4%	15.2%	3.0%	33.3%	9.1%	2.58	1.521	Moderate
The Union realized increase in sales volumes over the last 4 years	0.0%	24.2%	12.1%	51.5%	12.1%	3.52	1.004	High
The Organization revenue increased in the last 4 years	6.1%	15.2%	15.2%	48.5%	15.2%	3.52	1.121	High

Source: Primary Data 2024

The evaluation of organizational performance at Bugisu Cooperative Union reveals insights into various operational facets, as detailed in Table 4.11. The question regarding the frequency of product innovations garnered a mean score of 3.42 with a standard deviation of 1.458, reflecting a **moderate** level of agreement among respondents. This score suggests that while the organization does engage in product innovation, the frequency and impact of these innovations are perceived as somewhat regular but not necessarily exceptional. The moderate score indicates that respondents believe there is a consistent effort to introduce new products, but there may be variability in how often these innovations occur or their effectiveness. This moderate rating could imply that there are opportunities for Bugisu Cooperative Union to enhance their innovation processes, potentially by increasing the frequency of new product introductions or by ensuring that these innovations are more impactful and aligned with market needs. Addressing these aspects could improve the overall perception of the organization's commitment to innovation and its ability to meet evolving market demands effectively.

The assessment of the timeliness of service provision yielded a mean score of 3.15 with a

standard deviation of 1.149, which also reflects a **moderate** level of agreement. This suggests that while services are generally provided in a timely manner, there are instances where delays might occur. The moderate rating indicates that respondents experience a generally acceptable level of service punctuality but acknowledge occasional shortcomings. The variation in service timing can impact customer satisfaction and operational efficiency, and addressing these delays could lead to improved perceptions of service reliability. The moderate score reflects a balanced view, where respondents recognize the organization's efforts to deliver services on time but also point out areas where improvements are necessary to consistently meet service expectations and enhance overall operational performance.

Regarding customer growth over the past four years, the mean score of 2.58 and a standard deviation of 1.521 reflect a **moderate** perception of growth. This suggests that while there has been some increase in the customer base, the level of growth might not be as robust as desired. The moderate score indicates a mixed response, with some respondents feeling that the customer base has expanded, while others may view the growth as insufficient or slow. This perception could highlight challenges in customer acquisition or retention strategies that may need to be addressed to foster more substantial growth. Enhancing marketing strategies, customer engagement efforts, and overall service offerings could contribute to more significant increases in the customer base and a more favorable perception of growth.

The organization's performance in increasing sales volumes over the last four years achieved a high mean score of 3.52 with a standard deviation of 1.004, reflecting a **high** level of agreement. This score suggests that respondents perceive a significant increase in sales volumes, indicating effective sales strategies and operational success in boosting sales performance. The high rating implies that the organization has made notable strides in enhancing its sales efforts, possibly through improved product offerings, marketing initiatives, or customer service. Such positive feedback highlights the effectiveness of the organization's approach to driving sales growth and suggests that these strategies are yielding favorable results. Continued focus on maintaining and building upon these successful sales practices could further enhance the organization's market position and overall performance.

Similarly, the mean score for revenue increase over the last four years is 3.52 with a standard deviation of 1.121, which also indicates a **high** level of agreement. This suggests that

respondents believe the organization has successfully increased its revenue, reflecting positive financial performance and growth. The high rating points to effective revenue-generating strategies, such as successful sales tactics, effective pricing, or market expansion efforts. The positive perception of revenue growth underscores the organization's ability to achieve financial success and suggests that it has implemented strategies that resonate well with its financial objectives. Maintaining this focus on revenue enhancement and exploring additional opportunities for growth could further strengthen the organization's financial stability and performance.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This chapter covers the summary of the findings, conclusions based on the findings, and recommendations based on the conclusions.

5.1 Summary of the findings

5.1.1. Relationship between technological advancements and organizational performance at Bugisu Cooperative Union

Findings from Table 4.5 reveal that the effectiveness of various technological advancements at Bugisu Cooperative Union shows a mixed impact. The adoption of digital payment systems is perceived as moderately effective, with 9.1% of respondents strongly agreeing and 36.4% agreeing on their role in streamlining operations. This aligns with studies in Uganda where digital payments enhance efficiency, though further optimization could improve their effectiveness. Similarly, cloud-based storage solutions are rated moderately, with 12.1% strongly agreeing and 36.4% agreeing on their benefits, reflecting potential for better utilization despite the challenges of initial costs and technical support. Automated inventory management systems received a lower rating, with 24.2% strongly disagreeing and 45.5% disagreeing on their effectiveness, suggesting difficulties in implementation akin to those faced by other Ugandan organizations. The integration of mobile technology to boost member engagement is rated as moderate, with 48.5% agreeing and 36.4% strongly agreeing, indicating room for improvement in leveraging mobile technology. Social media channels for promoting Bugisu coffee and engaging globally also show a moderate impact, with 45.5% agreeing and 21.2% strongly agreeing, suggesting potential for more effective strategies. Overall, the technological advancements show a varied impact, reflecting both progress and challenges in optimizing these technologies for better operational efficiency.

5.1.2. Role of leadership support in enhancing organizational performance at Bugisu Cooperative Union

Findings from Table 4.7 reveal that the effectiveness of leadership in driving strategic initiatives at Bugisu Cooperative Union is rated low, with a mean score of 2.45 and a standard deviation of 0.971. This low rating suggests that the leaders may be struggling with effectively steering strategic efforts, which could adversely affect organizational performance. Effective leadership is essential for successful strategy implementation and navigating organizational challenges, and previous research in Uganda supports this, indicating that leadership effectiveness can vary

significantly due to factors such as resource availability and leadership skills. Additionally, the ability of leaders to boost morale and motivation is also rated low, with a mean score of 2.45 and a standard deviation of 1.148, pointing to potential challenges in inspiring and engaging employees, which can impact job satisfaction and performance. Research in Uganda has similarly noted difficulties in leadership-driven motivation due to inadequate recognition practices or support systems. In contrast, support for goal setting by leaders received a high rating of 3.09 with a standard deviation of 1.156, indicating that leaders are effective in helping employees align their goals with organizational objectives. Previous studies have highlighted the positive impact of strong goal-setting practices on employee performance. Leaders' involvement in decision-making processes is rated very high, with a mean score of 4.09 and a standard deviation of 0.678, reflecting a positive perception of participative leadership, which enhances employee engagement and satisfaction. Research supports that high levels of involvement in decision-making contribute to better organizational outcomes. Leaders' efforts in fostering collaboration were rated high, with a mean score of 3.97 and a standard deviation of 0.883, suggesting success in promoting a collaborative culture that improves teamwork and performance. Research in Uganda indicates that effective collaborative practices are beneficial for organizational success. Table 4.8 shows a Pearson correlation coefficient of 0.292 between leadership support and organizational performance, with a significance level of 0.012, indicating a moderate positive relationship. This suggests that increased leadership support is associated with improved organizational performance, aligning with research that highlights the positive impact of supportive leadership on organizational outcomes..

5.1.3. Relationship between management practices and organizational performance in Bugisu Cooperative Union:

Results from the survey on risk management practices at Bugisu Cooperative Union show varied perceptions among respondents. The statement "There is robust risk management practices at Bugisu Cooperative Union" received a mean score of 3.03 with a standard deviation of 1.610, indicating a moderate perception of effectiveness. For proactive risk assessment, the mean score was 3.21 with a standard deviation of 3.586, suggesting moderate prioritization with some variability in opinions. The integration of risk management into strategic decisions achieved a high mean score of 4.00 and a standard deviation of 1.146, reflecting a strong consensus on its effectiveness. Efforts to strengthen resilience through continuous improvement in risk management processes had a mean score of 2.94 and a standard deviation of 1.560, indicating a

moderate perception of effectiveness with considerable variation. Lastly, the statement "BCU ensures compliance and minimizes legal risks" received a high mean score of 3.94 and a standard deviation of 1.144, showing strong effectiveness in managing compliance and legal risks. The Pearson correlation coefficient between risk management practices and organizational performance was 0.432, with a significance level of 0.009, indicating a moderate and statistically significant relationship between effective risk management and improved organizational performance.

5.2 Conclusion of the Findings

5.2.1 Relationship between technological advancements and Organizational Performance at Bugisu Cooperative Union

Findings from Table 4.5 indicate a mixed relationship between technological advancements and Bugisu Cooperative Union's performance. Digital payment systems are perceived as moderately effective, with 9.1% of respondents strongly agreeing and 36.4% agreeing on their role in enhancing operational efficiency. This aligns with studies in Uganda, which suggest that digital payments can streamline operations but may require further optimization for full effectiveness. Similarly, cloud-based storage solutions show moderate effectiveness, with 12.1% strongly agreeing and 36.4% agreeing, highlighting potential benefits despite challenges like initial costs and technical support. Automated inventory management systems, however, face significant implementation difficulties, with 24.2% strongly disagreeing and 45.5% disagreeing on their effectiveness, mirroring challenges observed in other Ugandan organizations. Mobile technology integration for member engagement is also rated moderate, with 48.5% agreeing and 36.4% strongly agreeing, suggesting opportunities for better leveraging mobile platforms. Social media use for promoting Bugisu coffee globally shows moderate impact, with 45.5% agreeing and 21.2% strongly agreeing, pointing to the need for more effective strategies. Overall, the findings reflect both progress and challenges in optimizing technological advancements to enhance organizational efficiency and performance.

5.2.2 Role of Leadership Support in Enhancing Organizational Performance at Bugisu Cooperative Union

Findings from Table 4.7 show varied impacts of leadership support on organizational performance at Bugisu Cooperative Union. The effectiveness of leadership in driving strategic initiatives is rated low, with a mean score of 2.45 and a standard deviation of 0.971, indicating potential struggles in strategic implementation that could negatively affect performance. Leadership's ability to boost morale and motivation also scores low, with a mean of 2.45 and a

standard deviation of 1.148, suggesting challenges in employee engagement and job satisfaction. These findings align with other research in Uganda that highlights variability in leadership effectiveness due to resource and skill constraints. However, leadership support for goal setting is rated high, with a mean of 3.09 and a standard deviation of 1.156, reflecting effectiveness in aligning employee and organizational goals, consistent with studies showing the positive impact of goal-setting on performance. Leaders' involvement in decision-making processes scores very high, with a mean of 4.09 and a standard deviation of 0.678, indicating a strong participative leadership style that enhances engagement and satisfaction. Efforts to foster collaboration are also rated high, with a mean of 3.97 and a standard deviation of 0.883, highlighting success in promoting teamwork. The Pearson correlation coefficient of 0.292 between leadership support and organizational performance, with a significance level of 0.012, indicates a moderate positive relationship, underscoring the importance of supportive leadership in driving better outcomes.

5.2.3 Relationship between management practices and Organizational Performance at Bugisu Cooperative Union

The survey results on risk management practices at Bugisu Cooperative Union reveal varied effectiveness perceptions. The robustness of risk management practices received a mean score of 3.03 with a standard deviation of 1.610, suggesting moderate effectiveness. Proactive risk assessment shows a mean of 3.21 with a high standard deviation of 3.586, indicating a moderate but varied prioritization among respondents. The integration of risk management into strategic decisions scores high, with a mean of 4.00 and a standard deviation of 1.146, reflecting strong effectiveness and consensus. Continuous improvement efforts in risk management to strengthen resilience scored a mean of 2.94 with a standard deviation of 1.560, indicating moderate effectiveness with significant variability in perceptions. Lastly, ensuring compliance and minimizing legal risks is rated high, with a mean score of 3.94 and a standard deviation of 1.144, demonstrating strong effectiveness in managing compliance issues. The Pearson correlation coefficient of 0.432 between risk management practices and organizational performance, with a significance level of 0.009, indicates a moderate and statistically significant relationship, emphasizing the importance of effective risk management in enhancing organizational performance and resilience.

5.3 Recommendations

5.3.1 Recommendations on the Relationship between technological advancements and Organizational Performance at Bugisu Cooperative Union

To enhance the impact of technological advancements at Bugisu Cooperative Union, the focus

should be on optimizing current systems and addressing existing challenges. Investment in regular training and technical support is crucial to fully leverage digital payment systems and cloud-based storage, addressing issues such as initial costs and technical support needs. The low effectiveness of automated inventory management systems suggests the need for targeted improvements—investing in more user-friendly platforms and comprehensive training for staff could significantly boost efficiency. Enhancing social media strategies for promoting Bugisu coffee can drive global engagement; this includes refining digital marketing tactics, exploring targeted campaigns, and maintaining an active online presence to effectively showcase the brand. Finally, continuous technological upgrades, supported by exploring partnerships or cost-effective solutions, will ensure the cooperative keeps pace with evolving technological trends, thus enhancing overall operational efficiency and organizational performance.

5.3.2 Recommendations on the Role of Leadership Support in Enhancing Organizational Performance at Bugisu Cooperative Union

To strengthen leadership support at Bugisu Cooperative Union, it's important to address the identified gaps in leadership effectiveness, particularly in strategic initiatives and morale boosting. Implementing leadership development programs that focus on enhancing strategic thinking, emotional intelligence, and motivational skills can empower leaders to drive better outcomes. Improved communication strategies, such as transparent dialogues and active employee engagement in decision-making, can foster a more inclusive environment that values contributions at all levels. Leaders should continue to support goal setting and provide continuous feedback to ensure that individual objectives align with the union's goals; establishing clear performance metrics and celebrating successes will help sustain motivation. To further capitalize on the strengths of fostering collaboration, promoting cross-functional teamwork and creating platforms for knowledge sharing will enhance cohesion and performance. Strengthening leadership practices in these areas will not only boost employee engagement and satisfaction but also significantly contribute to improved organizational performance.

5.3.3 Recommendations on the Relationship between management practices and Organizational Performance at Bugisu Cooperative Union

Enhancing risk management practices at Bugisu Cooperative Union requires a focus on strengthening existing frameworks and integrating risk management into all decision-making processes. Proactive risk assessment should be prioritized with the development of updated frameworks that utilize data-driven tools, ensuring timely and accurate identification of risks.

Building on the strong perception of integrating risk management into strategic decisions, it's essential to embed these practices consistently across all levels of the organization to ensure comprehensive risk coverage. Enhancing resilience through continuous improvement in risk management can be achieved by regularly reviewing processes, conducting risk management workshops, and benchmarking against industry best practices to stay adaptive and responsive to new challenges. Maintaining compliance and minimizing legal risks remain critical; establishing a dedicated compliance officer role can provide focused oversight to ensure adherence to legal standards. By implementing these measures, Bugisu Cooperative Union can not only mitigate potential risks more effectively but also enhance its overall organizational resilience and performance.

5.4 Contribution of the study

This study contributes to the existing body of knowledge by providing empirical evidence on the impact of technological advancements, leadership support, and risk management practices on organizational performance at Bugisu Cooperative Union. It highlights the specific areas where technological integration has shown moderate effectiveness, identifying gaps and potential for optimization, particularly in digital payments and cloud storage solutions. The study underscores the critical role of leadership in strategic initiatives, goal alignment, and fostering collaboration, pointing to areas where leadership support can be strengthened to boost organizational performance. Additionally, it emphasizes the importance of robust risk management practices, demonstrating a positive correlation between effective risk management and improved organizational outcomes. By identifying these key drivers of performance, the study offers valuable insights for cooperative unions and similar organizations seeking to enhance their operational efficiency and resilience through targeted technological, leadership, and risk management strategies. These findings can guide policymakers, management teams, and stakeholders in developing informed, evidence-based approaches to improve organizational performance and competitiveness in the cooperative sector.

5.5 Areas for further research

Future research should explore the long-term relationship between technological advancements and the sustainability of cooperative unions, particularly focusing on the cost-benefit analysis of implementing advanced technologies like artificial intelligence and block chain. Additionally, there is a need to investigate the specific leadership styles that most effectively enhance employee engagement and organizational performance in cooperatives, as well as how leadership

training programs can be tailored to address the unique challenges faced by these organizations. Further studies should also examine the integration of advanced risk management frameworks, such as predictive analytics, to better understand their impact on mitigating operational and financial risks. Expanding the research to include comparative analyses between cooperative unions in different regions or industries would provide deeper insights into the contextual factors influencing the effectiveness of these strategies. Moreover, exploring the role of organizational culture in moderating the relationship between these factors and performance could provide a more holistic understanding of how cooperatives can thrive in dynamic and competitive environments.

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APPENDICES
APPENDIX I: QUESTIONNAIRE

Dear respondent;

I am NADUNGA SYLVIA MAJERI carrying out research on the topic “INNOVATION MANAGEMENT AND ORGANIZATIONAL PERFORMANCE IN COOPERATIVE SOCIETIES.A CASE STUDY OF BUGISU COOPERATIVE UNION” as a partial fulfillment of the Requirements for the Award of the Bachelors of business administration of Uganda Christian University. The questionnaire is designed to help me collect relevant information and therefore I kindly request you to participate in responding to the questions that will be asked .However the information given will be treated confidential and will only be used for academic purpose.

SECTION 1: DEMOGRAPHIC DATA

(Tick in the box provided)

1. Sex of the respondent

a) Male b) Female

2. Age bracket of the respondent (years)

a) 15-30 b) 31-40 c) 41-50 C) 60 and above

3. Marital status

a).Single b).Married c) In relationship

4. Academic qualification of respondent

a) Secondary b) Certificate c) Diploma d) Bachelors' e) Masters

5. Years of working by the respondents.

a) Less than 1 year b) 1-2 years c) 3 years and above

6. Religion

a).protestant b). Catholic c).Born Again d). Muslim e). Anglican f).Other

7. Occupation

a) General Manager b).Cashier c).Accountant d).Auditor e) if

Other specify.....

Section A: Technological Advancements

Please indicate your opinion on the following statements using the Linkert scale. Key: 4= Agree; 5= strongly Agree; 3= not sure; 2= Disagree; 1= strongly disagree.

No	Statements	1	2	3	4	5
1	Bugisu Cooperative Union has streamlined operations with digital payment systems					
2	Bugisu Cooperative Union has also adopted cloud-based storage solutions					
3	Automated inventory management systems is also in place					
4	Bugisu Cooperative Union has boosted member engagement through mobile technology integration					
5	Social media channels help me promote Bugisu coffee and engage with our global customer base.					

Section B: Leadership Support

Please indicate your opinion on the following statements using the Linkert scale. Key: 4= Agree; 5= strongly Agree; 3= not sure; 2= Disagree; 1= strongly disagree.

No	Statements	1	2	3	4	5
1	Leaders at Bugisu Cooperative Union drive our strategic initiatives effectively					
2	Leaders at Bugisu Cooperative Union boosts our morale and motivate us					
3	Leaders at Bugisu Cooperative Union offer support in goal setting					
4	Our leaders involve us in decision making					
5	Our leaders also foster collaboration					

Section C: Risk Management Practices

Please indicate your opinion on the following statements using the Linkert scale. Key: 4= Agree; 5= strongly Agree; 3= not sure; 2= Disagree; 1= strongly disagree.

No	Statements	1	2	3	4	5
1	There is robust risk management practices at Bugisu Cooperative Union					
2	The organization prioritizes proactive risk assessment to safeguard					

	operations from disruptions					
3	The organization guides strategic decisions through integrated risk management frameworks					
4	BCU strengthen resilience through continuous improvement in risk management processes					
5	BCU ensures compliance and minimize legal risks					

Section D: Organizational Performance

Please indicate your opinion on the following statements using the Linkert scale. **Key: 4= Agree; 5= strongly Agree; 3= not sure; 2= Disagree; 1= strongly disagree.**

No	Statements	1	2	3	4	5
1	The organization does product innovations in a frequent manner					
2	The Organization services are provided in a timely manner					
3	The Union has attained increase in customers over the last 4 years					
4	The Union realized increase in sales volumes over the last 4 years					
5	The Organization revenue increased in the last 4 years					
6	The employee general output has generally increased over time					
7	The Organization has realized increase in profits					

APPENDIX II: INTERVIEW GUIDE

i. To assess the relationship between technological advancements and organizational performance at Bugisu Cooperative Union:

1. How has Bugisu Cooperative Union integrated technological advancements to improve operational efficiency?
2. What measurable benefits or improvements have technological advancements brought to Bugisu Cooperative Union's operations?
3. How do employees perceive the relationship between technological advancements and their daily work routines and productivity?
4. What strategies has Bugisu Cooperative Union employed to ensure smooth adoption and integration of new technologies?
5. What are the future plans or initiatives Bugisu Cooperative Union has to further leverage technology for enhanced organizational performance?

ii. To examine the role of leadership support in enhancing organizational performance at Bugisu Cooperative Union:

1. How does leadership at Bugisu Cooperative Union define and prioritize organizational performance?
2. What specific initiatives or strategies has leadership implemented to support and motivate employees towards achieving organizational goals?
3. How does Bugisu Cooperative Union foster a culture of transparency and accountability under leadership's guidance?
4. In what ways does leadership promote innovation and adaptability within Bugisu Cooperative Union?
5. How does leadership handle challenges or setbacks that may impact organizational performance?

iii. To evaluate the relationship between management practices and organizational

performance in Bugisu Cooperative Union:

1. What are the primary risk management practices currently implemented at Bugisu Cooperative Union?
2. How does Bugisu Cooperative Union identify and assess potential risks that could affect organizational performance?
3. What measures does Bugisu Cooperative Union have in place to mitigate identified risks and uncertainties?
4. How does Bugisu Cooperative Union monitor and evaluate the effectiveness of its risk management practices?
5. What are the future goals or initiatives Bugisu Cooperative Union has related to enhancing its risk management framework?

Appendix iii: Research Letter



UGANDA CHRISTIAN UNIVERSITY, MBALE UNIVERSITY COLLEGE. A Centre of Excellence in the Heart of Africa

Academic Registrar office

To GENERAL MANAGER BUGISU COOPERATIVE UNION

Dear Sir/Madam, Re: Academic Research Christian greetings!



Handwritten signature and notes: Permission Granted Date Collected

We are honored to introduce to you Mr. Mrs. / Miss NADUNGA SILVIA Of Registration Number; WH22INMUC18871044 pursuing a Masters' Degree/Postgraduate Diploma / Bachelor's Degree DEGREE

He/ she is required to carry out an academic research on the topic INNOVATION MANAGEMENT AND ORGANIZATIONAL PERFORMANCE OF COOPERATIVE SOCIETIES IN EASTERN UGANDA: A CASE OF BCU and thereafter produce a well bound hard cover research report (MAROON) in color for undergraduate and three (BLACK) copies for Postgraduate students as a University requirement for the award of a degree/diploma in the academic discipline that he / she is pursuing.

We shall be grateful for the help you may offer to him or her accordingly. Thank you. Yours faithfully,

Stamp: UGANDA CHRISTIAN UNIVERSITY MBALE UNIVERSITY COLLEGE FEB 2024 Henry Omache Head of Business Department UCU-MUC