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Effect of Expansion Strategies on Performance of Saccos in Kenya: A Survey of Kirinyaga County

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Abstract: In order to achieve better performance, SACCOs have been compelled to reconsider their expansion strategy due to intensified competition within the Kenyan market. The purpose of this study was to investigate how expansion strategy has affected Kirinyaga County SACCO performance. The primary focus of the study was to investigate how the performance of SACCOs in Kirinyaga County is affected by branch expansion strategy, technological adoption, agency banking, and competitive intensity strategies.In support of the research were four key theories of Ansoff's product market growth approach, Task-Technology Fit, Theory of Operational Excellence and The Porter's Theory of competitive advantage.In this study, a descriptive research design was employed. The Kirinyaga County Co-operative Union database for 2024 indicates that there are 60 SACCOs in the Kirinyaga County, making it the target population; from which a purposive sampling technique of 52 SACCOs Operational Mangers were selected. The Primary data which was used was collected using a semi-structured questionnaire. The data collection instruments were subjected to pre-testing and then piloted to determine their reliability and validity. The revised data collection instrument after piloting that was self-administered to the representatives of senior management of the SACCOs and the data collected was analyzed using both quantitative and qualitative methods. The results of the analyzed data were reported in descriptive and inferential statistics according to the study objectives. Descriptive statistics was used to summarize the results using frequencies, means and variances. Inferential statistics was based on correlation analysis and multiple regressions. Multiple linear regression was used to understand the relationship between the dependent variable and the independent variables. The study findings revealed that the initial model, which included branch expansion, technological adoption, and agency banking as predictors, explained 67.7% of the variance in SACCO performance (R Square = 0.677). The addition of interaction terms involving competitive intensity in the second model only marginally increased the explained variance to 68.5% (R Square = 0.685), but the R Square change of 0.007 and the F Change of 0.305 were not statistically significant (p = 0.822). This suggests that competitive intensity did not substantially improve the model's ability to predict performance. This suggested that SACCOs facing higher competitive intensity tended to have better performance outcomes. The study concluded by advising SACCOs to develop and monitor key performance indicators (KPIs) that are essential to their operational effectiveness, member satisfaction, and financial stability. The study recommended further research to be carried out on other variables that affect expansion among SACCOs, as the three independent variables in this study contribute only 65.4% of performance of SACCOs in Kirinyaga County.

Keywords: *Expansion Strategy, Performance, Strategy, Technological adoption, Agency banking, Competitive intensity*

I. INTRODUCTION

1.1 Background of the Study

The concept of company expansion includes various elements, such as added economic value, market-based measures like market shares, returns to shareholders, and financial performance indicators like profits (Ssengendo,2016). Expansion in the Savings and Credit Cooperative Societies (SACCOs) can be shown in the overall number of members and deposits, branch network, newly released products, and outreach performance of the SACCOs' initiatives. Therefore, in the wider picture of SACCOs, growth is a key idea that supports the fundamental purpose of these

organizations. The SACCO movement began in Germany in 1849 and spread throughout Europe, North America, and the rest of the world. The World Council of Credit Unions (WOCCU) was founded in 1970 as a result of the rapid growth of SACCOs worldwide. Conceptually, WOCCU plays an important role in supporting the global expansion of SACCOs (WOCCU, 2018).

In Africa, SACCOs started expanding in Ghana in 1959 and then spread to countries in the west, such as Nigeria, and in the east, including Uganda, Tanzania, and Kenya.The growth of SACCOs in the countries not colonized by Britain in Africa began to expand in the 1960s, where in the 1970s, which growth rapidly increased.African Confederation of Co-Operative Savings and Credit Associations (ACCOSCA) were founded in 1968 as a result of the continent's SACCOs' rapid expansion. The primary goal of ACCOSCA is to promote SACCO expansion throughout the African continent (ACCOSCA, 2018). Kenya has the biggest SACCO movement on the continent, contributing 5.7% of its total assets to GDP, compared to 0.7% and 3% for Ethiopia and Rwanda, respectively (SASRA, 2021). An exponential increase in the use of credit facilities from Kenyan SACCOs is expected, given their affordable interest rates when compared to other financial institutions on loans and advances.That hasn't been the case, as seen by the low growth in deposits for 2018 and 2019, respectively, of 11.99% and 11.27% (SASRA, 2021).

Research has indicated that a company can achieve exceptional performance and consequently expand if its strategies are implemented well (Wangari, 2023). Nduati, Kariuki and Wanjohi (2022) argue that effective execution of the developed strategies is necessary for the firm's performance and, consequently, its growth. Wangeci (2017) additionally observed that strategies developed during strategic planning must be put into practice in order for the company to prosper. In order to achieve better performance that could spur growth, implementing strategies necessitates an intensive examination of the company's structure, resources, and culture (Mailu, Ntale & Ngui, 2018).

According to Ndung'u, Sasaka and Uzel (2020), each enterprise's expansion plan must consider the construction of a culture that is focused on growth as well as the production of profitable growth. Many academics have claimed that an organization's decision on a potential expansion plan is based on its goals and vision (King'ori, Karimi, & Wachira,2023). The expansion strategy as a growth strategy may take different forms; it could focus on the enlarging of the scope of a business's commercial activities in line with its consumer groups, functions, and technological options, either alone or in collaboration, regardless of the risk and obstacles along the route. Strategists concur that expansion strategies play a crucial role in future positioning of a business, the need for businesses to build generic strategy still notwithstanding. Expansion strategies, also referred to as master business strategies, offer the fundamental framework for strategic actions. They serve as the cornerstone for coordinated, ongoing efforts that are made with the intention of accomplishing long-term corporate goals.A Savings and Credit Cooperative is a specific kind of cooperative, according to (Mwilu ,2020), with the main goal of pooling members' savings and subsequently giving them access to credit at reasonable rates. So, a SACCO's primary goal is to promote the financial interests and general welfare of its members, who are frequently referred to as shareholders. The SACCO Subsector is recognized worldwide as an effectivetool to drive the quest for a financially inclusive society.

According to a 2013 report by the World Council of Credit Unions (WOCCU), the SACCO Subsector in Kenya is one of the fastest growing in the world, ranking first in Africa and seventh overall. Therefore, this sector's thriving growth, both the number of participants and the degree of competitive intensity are increasing daily. This has necessitated the need for surviving the crowded market by assuring the deployment of the best competitive tactics for survival and success. SACCOs were created with the intention of reaching a class of customers who had previously been financially excluded (Mang'ana, 2020).

Expansion strategies go hand in hand with the SACCOs' core objective of wealth maximization. SACCOs' may not be able to increase shareholder wealth if they stagnate and don't look for ways to grow. According to (Gjølberg,2019), corporate growth plans have remained a mainstay of business practices, particularly in the face of volatile market conditions and intense competition. According to Richardson and Evans (2007), market penetration, product development, market development, and diversification are examples of corporate growth strategies as seen in the Ansoff Matrix (1957), which bears the name of a Russian-American businessman named Igor Ansoff.

The model is a two-by-two structure that the analyst community and management teams use to design and assess growth projects. Specifically, the tool assists stakeholders in understanding the degree of risk connected to various growth strategies.

It is impossible to overstate the significance of performance in relation to corporate sustainability in today's business. How well a company does financially indicate how well its financial objectives are met. A company's financial performance will be quantified in terms of money. Organizations implement optimal financial and nonfinancial

structures to get a competitive edge against their competitors (Amalendu & Sri, 2011).An organization will be able to better achieve its short- and long-term obligations, such as generating profits for its shareholders, by leveraging this competitive edge to improve its financial performance. Bankruptcy and eventual collapse of an institution can result from poor financial performance, which also affects the institution's attractiveness to potential investors.
Financial performance determines how well a SACCO is generating value for its member's deposits and share capital.Several financial measures, including return on assets (ROA), return on equity (ROE), earnings per share, and profit after tax can be used to assess the financial success of SACCOS (Alam *et al.,* 2011).Organizations and companies should think carefully and gather sufficient financial data before making decisions about buyout, merger, and acquisition choices. High financial success implies larger expectations, including employee pay, increased dividend payments, possible company buyout schemes, mergers, and business development or diversification.

Performance can also be assessed using financial ratios of a given period of time, (say 3 to 5 years) to determine a SACCO's financial performance. According to (Ahmad *et al.*, 2011), ratios can be used to compare performance and progress year to year. Efficient analysis of these ratios is crucial as they indicate the SACCO's ability to create income or revenues from their available assets. Thus, when choosing what policies and strategies to change in order to improve the organization's sustainability, management is influenced by the financial performance of the company (Almazari, 2011).
The minimum SACCO growth target as per most Counties in Kenya is at 10%, however, the present growth rates of most SACCOs average at about 5%, which is lower than the recommended minimum (Wangari & Waithaka, 2023). This reflects slow expansion of the SACCOs in Kenya.
Growth in dormant membership of the SACCOs in Kenya was at 40.1% in 2018, the growth rate of gross loans compared to deposits and growth in NPLs was at 6.14%, 6.30% and 6.15% in the periods 2017, 2018 and 2019 respectively (SASRA, 2020). These indicate of possible and imminent crisis that would lead to unsustainability of many SACCOs in Kenya.
The consequences of the collapse of these SACCOs would be dire on the following grounds: firstover 63% of Kenyans rely on these SACCOs for their livelihood, either directly or indirectly (Wakaro,2020). Second, according to SASRA (2020), these SACCOs have control over 500 billion shillings in savings and assets in the economy. Their share of GDP in terms of assets is 5.44%, 5.55%, and 5.72% for the years 2017, 2018, and 2019 respectively. Last but not least, SACCOs in Kenya account for 62% and 65% of the total deposits and loans made by SACCOs throughout Africa, respectively, making them a significant force in the continent (Wakaro, 2020).

1.2 Statement of the Problem

Expansion has been one of the biggest issues facing many SACCOs in Kenya (Ndung'u & Mutinda, 2022). In recent years, banks and other financial firms have increased their level of competitive intensity with SACCOs in Kenya. Additionally, there has been a prospect of new mergers between domestic and foreign financial organizations. Furthermore, new government restrictions have been introduced, particularly with regard to product prices, and these regulations are not conducive to the much-needed expansion of SACCOs in the nation (Omar, & Koori, 2022) According to Kipai, Gudda and George (2022), SACCOs in Kenya should implement sound strategies in order to realize growth.
The existing literature document that strategy implementation is a complicated phase that is characterized by high failure rate which may slow the growth of the firm. According to Muendo and Ogutu (2020), although about 80% of the firms have well formulated strategies, just 14% of the organizations have successfully implemented their well-formulated strategies. The outcomes of Nwachukwu *et al* (2019) study on the performance of Nigerian telecommunications companies, in order to secure the companies' expansion; a major focus should be placed on the factors that drive strategy implementation in these businesses.

The concept of a firm's growth was not examined in Donna and Wanjira (2018) studies since their emphasis was on how firm strategies are implemented and how they affect performance. The aforementioned studies highlight the need of strategy implementation for performance, but they fail to pass over this finding to the expansion of the company. Given the different expansion strategies by financial institutions such as branch expansion, technological adoption and agency expansion strategy, it calls for some investigation to determine which of these expansion strategies are having significant impact on the performance of SACCOS. Thus, the study has aimed at underpinning the impact of expansion strategies on performance of SACCOs in Kirinyaga County, Kenya.

1.3 Research General Objective

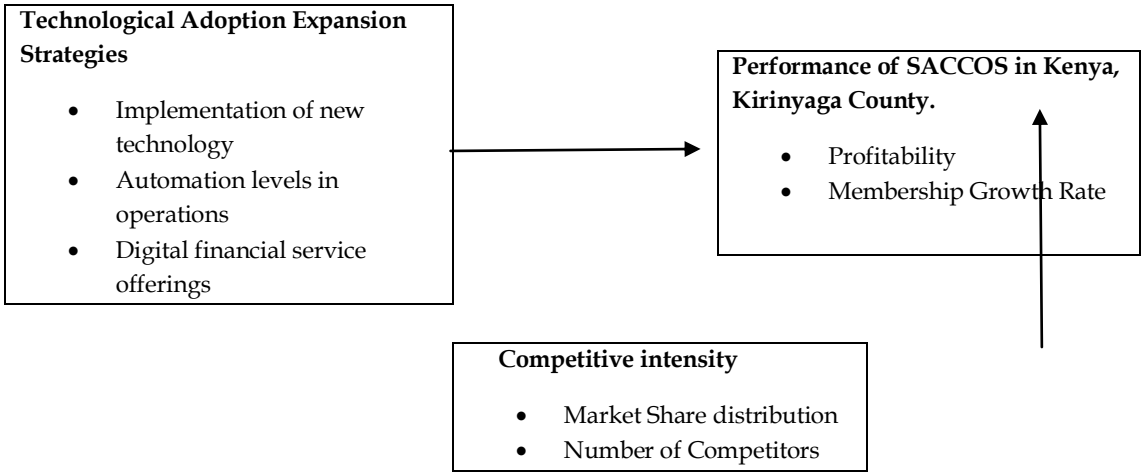
The general objective of the studyis to establish the effect of expansion strategies on performance of SACCOs in Kirinyaga county, Kenya.

The specific objectives are:

i. To establish the impact of technological adoption on the performance of SACCOs in Kirinyaga County, Kenya.
ii. To assess the moderating effect of the level of competitive intensity on the performance of SACCOs in Kirinyaga County

1.4 Conceptual Framework

Independent Variable **Moderating Variable** **Dependent Variable**



II. Literature Review

2.2 Theoretical Framework

The study was anchored on Task-Technology Fit Theory, and the Porters' Theory of Competitive Advantage.

2.2.1Task-Technology Fit Theory (TTF)

As stated by Goodhue and Thompson (1995), the task technology fit basically addressesthe suitability of the technology in question and job at hand. This theory suggests that if IT functionality is appropriate for user tasks, IT will be utilized. Users that are rational and informed will pick the techniques and equipment that will help them finish the assignment most effectively overall. IT that does not provide adequate benefits won't be used, according to Chepkorir, Kemboi and Bett (2022). Information systems are designed to help people complete jobs more quickly and accurately. SACCOs invest a lot of money in information systems to improve performance, which finally results in the expansion and survival Wanyonyi and Ngaba (2021).

The Sacco's processes are developed more quickly thanks to IT. Customers appreciate receiving effective, prompt, and sufficient service. Because of this, SACCOs that integrate technology into their everyday operations in an effort to increase efficiency typically impress and draw in consumers who later serve as sources of recommendations, resulting in an expansion of their customer base and, ultimately, growth. For operations to be as efficient as possible, IT must be in line with the tasks that it is designed to assist, (Komen & Senaji,2020). The Task-Technology Fit Theory connects to the current study by highlighting the value of IT in accelerating the expansion of the Sacco's operations.

2.2.2The Porters' Theory of Competitive Advantage

This theory places a strong emphasis on the firm's capacity to create and implement strategies that will provide it a competitive edge over its industry rivals. The value that a business provides for its customers that outweighs the cost of the business's creation can be described as competitive advantage (Porter, 1998). This value, according to him, is what customers are willing to pay for, and it can be obtained in one of two ways: through cost leadership, where a company offers lower prices than competitors for similar benefits, or through differentiation, where a company offers new benefits that make up for a higher price.

According to Porter (1998), businesses make strategic decisions without taking the long-term effects on industry structure into account. In other words, they focus solely on gaining a competitive edge without considering how other businesses may respond. Because of this, a company must act in a way that strengthens or defends the industry structure rather than pursuing a greater competitive advantage for itself alone in order to be recognized as an industry leader. As a result, if a company strives to execute growth plans to become more competitive, it must have a thorough understanding of the structure of its industry and consider the long-term effects of such strategic decisions on that structure. This will have a favorable impact on the overall organizational performance.

This theory is pertinent to this study because SACCOs in Kirinyaga county, for example, face intense competition from other businesses in their field as they attempt to adopt expansion strategies. By putting this theory into practice, firms can better comprehend the environment in which they operate and outperform their rivals.

III. Research Methodology

This study was conducted through a descriptive design. The target population consisted of 60 registered SACCOs in Kirinyaga County.This study employed purposive sampling and selected 52 SACCOs that had 1 respondent for each; that is the Operational Manager. Closed-ended and open-ended questionnaires were used as the primary data collecting tool to get primary data.The researcher also incorporated both quantitative and qualitative data to ensure that all necessary information was captured.

IV. Research Findings and Discussion

The discussion of the descriptive statistics, correlation analysis and regression analysis, is presented in the subsections below

4.1.1 Descriptive Statistics of Technological Adoption Strategies

The study then investigated the impact of technological adoption strategies on SACCO performance which showed largely positive outcomes across several areas as in Table 4.7.

Table 4.7: Effect of technological adoption strategies on SACCO performance

	Strongly Disagree %	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	Std.Dev
Loan Processing time	0.0	0.0	10.9	78.3	10.9	4.00	.471
Security of Transactions	0.0	10.9	34.8	32.6	21.7	3.65	.948
Cost of Operations	10.9	34.8	0.0	32.6	21.7	3.20	1.408
Operational Efficiency	0.0	10.9	19.6	45.7	23.9	3.83	.926
Customer Satisfaction	0.0	0.0	10.9	71.7	17.4	4.07	.533

Source: Author (2024)

FromTable 4.7above, the findings show that Loan Processing Time saw significant improvement, with 78.3% of respondents agreeing that technology had reduced the time required to process loans. This was supported by a high mean score of 4.00 and a low standard deviation of 0.471, indicating a strong consensus on the efficiency gains in loan processing. Similarly, Customer Satisfaction was notably enhanced, with 71.7% of respondents agreeing on improved satisfaction due to technological advancements as reflected in a high mean score of 4.07 and a low standard deviation of 0.533. About the impact on Security of Transactions and Cost of Operations there was a mixed picture. While 32.6% of respondents agreed that technology had improved transaction security, the mean score of 3.65 and a standard deviation of 0.948 suggested some variation in perceptions. In terms of Cost of Operations, the results indicated less favorable outcomes, with 34.8% disagreeing that technology had reduced costs and a higher standard deviation of 1.408, suggesting that technology might have increased operational costs for some SACCOs. Operational Efficiency shows moderate improvement, with a mean score of 3.83 and a standard deviation of 0.926, indicating general agreement on enhanced efficiency but with some variation in experiences.

4.1.2 Descriptive Statistics of Competitive Strategies

The study investigated how competitive strategies related on performance of SACCOs. The results were presented in Table 4.13.

Table 4.13: Competitive Strategies in relation to SACCO Performance

	Disagree %	Neutral %	Agree %	Strongly Agree %	Mean	Std.Dev
Brand Awareness	0.0	8.7	71.7	19.6	4.11	.526
Market Share	4.3	4.3	54.3	37.0	4.24	.736
Customer Retention	2.2	0.0	60.9	37.0	4.33	.598
Customer Acquisition	8.7	0.0	58.7	32.6	4.15	.816

Source: Author (2024)

The competitive strategies implemented by SACCOs had positive effects across various performance areas. Brand Awareness had improved, with 71.7% of respondents agreeing and 19.6% strongly agreeing, leading to a mean score of 4.11 and a standard deviation of 0.526. Market Share had also benefited, with 54.3% agreeing and 37.0% strongly agreeing, reflected in a mean score of 4.24 and a standard deviation of 0.736. Customer Retention had shown strong positive effects as well, with 60.9% agreeing and 37.0% strongly agreeing, yielding a mean score of 4.33 and a standard deviation of 0.598. Lastly, Customer Acquisition had improved, though with slightly more variability, as 58.7% agreeing and 32.6% strongly agreeing, resulting in a mean score of 4.15 and a standard deviation of 0.816.

4.1.3 Inferential Analysis

The study conducted a Pearson correlation analysis examine a linear association between technological adoption and competitive intensity with performance being the dependent variable.

The test helped in determining whether there was a relationship between each independent variable and the dependent variable, the strengths of association, and the direction of the relationship, whether positive or negative. The results are as indicated in the Table 4.15.

Table 4.15: Correlation analysis

		Branch Expansion	Technological Adoption	Agency Banking	Competitive Intensity	Performance
Technological Adoption	Pearson Correlation		1	.520**	.836**	.713**
	Sig. (2-tailed)			.000	.000	.000
	N			46	46	46
Competitive Intensity	Pearson Correlation				1	.589**
	Sig. (2-tailed)					.000
	N					46
Performance	Pearson Correlation					1
	Sig. (2-tailed)					
	N					46

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

The study findings in the table 4.15 shows the relationship between technological adoption strategy and performance was strong and positive (r = 0.713, p = 0.000) suggesting that SACCOs that invested in technological advancements achieved better performance results. Similarly, the correlation between competitive intensity and performance was positive and significant (r = 0.589, p = 0.000). This suggested that SACCOs facing higher competitive intensity tended to have better performance outcomes. The significant p-value indicated that this relationship was strong, implying that competitive pressure could drive performance improvements.

4.1.4 Regression Analysis

Table 4.16 presents the model summary for a regression analysis examining the impact of agency banking, branch expansion, and technological adoption on performance.

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.823[a]	.677	.654	.32146

a. Predictors: (Constant), Agency Banking, Branch Expansion, Technological Adoption
Source: Author (2024)

Table 4.17 shows ANOVA results determining the significance of the regression model.

Table 4.17: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.117	3	3.039	29.410	.000[b]
	Residual	4.340	42	.103		
	Total	13.457	45			

a. Dependent Variable: Performance
b. Predictors: (Constant), Agency Banking, Branch Expansion, Technological Adoption
Source: Author (2024)

The ANOVA results for the regression model revealed that the predictors—agency banking, branch expansion, and technological adoption—significantly impacted SACCO performance. The F-statistic of 29.410 and the p-value of 0.000 indicated that the model was statistically significant, suggesting that the combined effects of the predictors provided a strong explanation for variations in SACCO performance. The high F-value and low p-value confirmed that the independent variables collectively had a meaningful and significant impact on the dependent variable, performance.
The fourth objective sought to investigate the moderating effect of competitive intensity on the relationship between expansion strategies and SACCO performance.

Table 4.19 shows the model summary of the moderated regression model.

Table 4.19: Summary of the moderated model

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.823[a]	.677	.654	.32146	.677	29.410	3	42	.000
2	.828[b]	.685	.636	.32975	.007	.305	3	39	.822

Source: Author (2024)

The results show that the initial model, which included branch expansion, technological adoption, and agency banking as predictors, explained 67.7% of the variance in SACCO performance (R Square = 0.677). The addition of interaction terms involving competitive intensity in the second model only marginally increased the explained variance to 68.5% (R Square = 0.685), but the R Square change of 0.007 and the F Change of 0.305 were not statistically significant (p = 0.822). This suggests that competitive intensity did not substantially improve the model's ability to predict performance.

Table 4.20 showed the ANOVA results determining the significance of the moderated model.

Table 4.20: ANOVA of the moderated model

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.117	3	3.039	29.410	.000[b]
	Residual	4.340	42	.103		
	Total	13.457	45			
2	Regression	9.217	6	1.536	14.127	.000[c]
	Residual	4.241	39	.109		
	Total	13.457	45			

a. Dependent Variable: Performance
b. Predictors: (Constant), Agency Banking, Branch Expansion, Technological Adoption

C. Predictors: (Constant), Agency Banking, Branch Expansion, Technological Adoption, Branch expansion*Competitive intensity, Technological Adoption * Competitive intensity, Agency Banking * Competitive intensity

Source: Author (2024)

In the initial model, the overall regression was highly significant (F = 29.410, p = 0.000), indicating that the predictors significantly explained the variance in performance. However, in the second model, which included the interaction terms, the regression was still significant (F = 14.127, p = 0.000), but the improvement in model fit due to the interaction terms was not significant.

V. Conclusion

This section's conclusions are drawn from the summary and the study objectives. On the research's second objective, which was to determine how technological adoption affected Kirinyaga County's SACCOs' performance. The findings demonstrated that using modern technologies is vital for boosting SACCO performance. SACCOs that have made investments in digital technologies, like mobile and online banking platforms, enjoy improved member satisfaction and greater operational efficiency. SACCOs can offer unique services, manage transactions more efficiently, and improve procedures thanks to technology, all of which improve member engagement and financial health.

On the in final objective where the research sought to assess the moderating effect of the level of competitive Intensity on the performance of SACCOs in Kirinyaga County. The findings showed that the competitive intensity does not moderate the impact of expansion strategies. SACCOs that push for technology adoption, are not likely to surpass their competitors and gain a larger portion of the market in highly competitive markets. Conversely, these methods might not have as much of an impact in less competitive circumstances.

VI. Recommendations

On the second objective, SACCOs should enhance technological adoption by investing in modern digital banking solutions such as online banking platforms and mobile apps, to increase member satisfaction and service efficiency. Ensure that these technologies are safe and easy to use.

SACCOs should also offer training and support to its members to enhance their digital literacy and promote the use of online and mobile banking services. This can help in increasing usage rates and general engagement. They should as well keep up with technological advances and upgrade systems frequently to add new features and enhance effectiveness. This will support SACCOs in meeting evolving member needs and maintaining their competitiveness.

The study also recommends that the government could subsidize the costs associated with upgrading to advanced technologies such as online and mobile banking platforms. This would help SACCOs improve their operational efficiency and enhance customer service delivery. Investing in training and capacity-building programs for SACCO staff on the latest financial technologies is equally important. Such training would ensure that SACCOs can effectively implement and manage new technological solutions, maximizing the benefits of these investments. Furthermore, public-private partnerships should be encouraged to develop and deploy tailored technological solutions that meet the specific needs of SACCO members.

Although the study found that competitive intensity did not significantly moderate the relationship between expansion strategies and SACCO performance, addressing the role of competition remains important. Policies that encourage collaboration among SACCOs, such as knowledge sharing and resource pooling, could enhance overall industry performance. SACCOs should also be encouraged to focus on differentiation strategies, such as offering unique services or customer loyalty programs, to stand out in the market despite the lack of significant moderating effects from competitive intensity.

Areas for further Studies

The current study focused on the effects of expansion strategies on the performance of SACCOs in Kirinyaga County. Thus, the study was limited to SACCOS in Kirinyaga County, and therefore its findings cannot be generalized to the performance of all SACCOS in Kenya. The study therefore suggests conducting additional research to examine the impact of expansion strategies on the performance of other counties in Kenya.

It is also suggests that a study to be carried out on other variables that affect expansion among SACCOs, as the three independent variables in this study contribute only 65.4% of performance of SACCOs in Kirinyaga County.

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