The Effects of Leaders' Capabilities on the Performance of Self-Help Groups in Suna West Constituency, Migori County, Kenya

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Abstract

Purpose: The purpose of this study was to determine the effect of leadership capabilities on the performance of Self-Help Groups (SHGs) in Suna West Constituency.

Methodology: Utilizing a descriptive research design, the study targeted 1,510 members across 80 SHGs, with a sample size of 306 members determined using the Krejcie and Morgan (1970) formula. Data were analyzed using SPSS for quantitative statistics, such as percentages and means, while qualitative data were examined thematically.

Findings: Findings reveal that innovativeness is present in self-help groups (SHGs), with 60% acknowledging change management mechanisms. However, opinions are divided on whether leaders value member contributions, as 39.8% agree and an equal percentage disagree. While 81.7% of SHGs have job descriptions, 40% report inconsistencies in task assignments, indicating a need for better delegation. Self-awareness among leaders is also notable, with all members feeling empowered to voice concerns and 80% of leaders welcoming feedback.

Unique Contribution to Theory, Practice and Policy: The study concludes that leadership characterized by innovativeness, effective task management, and a clear vision is essential for enhancing SHG performance, recommending ongoing training for leaders to foster growth. This study uniquely contributes to theory by linking leadership dimensions to SHG performance and informs policy by advocating for targeted training programs to enhance leaders' skills.

Keywords: *Task Management, Leaders Innovativeness, Self-Awareness, Performance*

1.0 Introduction

Self-help groups (SHGs) are growing in importance as community organizations that empower individuals and communities, particularly at the grassroots level. Strong leadership is crucial for their success. SHGs are evaluated based on their benefits to members, including access to credit and resources for projects. In Kenya, SHGs focus on improving members' welfare, with government support for their role in socio-economic empowerment and job creation, especially in rural areas. Initiatives like the UWEZO Fund help enhance financial access for these groups.

Although SHGs can enhance livelihoods and improve socio-economic conditions, many do not adequately address the needs of their members. Several studies highlight the critical role of leadership in enhancing the performance of SHGs (Jeptoo, 2018; Nyaga & Olivia, 2019; Makokha et al., 2019). Jeptoo (2018) notes that while SHGs have the potential to pool resources and drive economic and social progress, many struggle to sustain their activities over time. This is attributed to to inadequate leadership skills, lack of innovation, and a lack of vision among leaders. Nyaga and Olivia (2019) argue that the education level and capacity building among group members are crucial for the sustainability and success of SHGs. Makokha et al. (2019) emphasize the significance of group dynamics and capacity building in overall group performance. These studies underscore the necessity of strong leadership skills to achieve better performance and sustainable outcomes.

This study focuses on SHGs in Suna West Constituency, Migori County, Kenya. Migori County, located in the Nyanza region, had a population of 1,116,436 with Suna West Constituency having 128,890 residents (KNBS, 2019). The growing population has led to an increase in SHGs in the sub-county, aiming to tackle socio-economic problems.

As of 2023, there were 80 community-based organizations (CBOs) registered as SHGs in the area, with a total membership of 1,510 (County Social Welfare Office, 2023). Among these, 43 are involved in table banking, while the others engage in various activities such as small-scale farming, real estate and poultry keeping. The lack of unified leadership in these CBOs leads to varying success levels. It is against this background that this study sought to investigate the influence of leadership capabilities on the performance of Self-Help Groups in Suna West Constituency.

2.0 Research Problem

SHGs play a crucial role in enhancing the lives of individuals, particularly at the grassroots level. There has been a notable increase in the number of SHGs in Suna West Constituency. The establishment of these groups is a strategic response to the growing need for empowerment alternatives among residents.With high unemployment rates and limited access to credit facilities, SHGs offer a potential solution by bringing together individuals who are familiar with each other and live in the same community, thus fostering higher levels of trust (Jeptoo, 2018).

Despite their potential, self-help groups often struggle to achieve their intended social and economic transformation goals (Jeptoo, 2018). Many stagnate or dissolve before meeting objectives, making it hard for members to recover investments. Without formal leadership, management is inconsistent, leading to variable success. Many groups are formed but struggle to sustain themselves, causing inconvenience for invested members.

While numerous studies examine self-help groups, they often do so from a broad perspective, focusing generally on leadership. There is a gap in research concerning the specific capabilities of leaders that impact the performance of these groups. Key leadership qualities that can influence organizational performance include innovativeness, vision, task orientation, and self-awareness. Therefore, this study sought to investigate how leaders' capabilities influence the performance of these organizations, particularly in Suna West Constituency.

3.0 Research Objectives

The study was guided by the following objectives:

i. Examine the effects of leaders' innovativeness on the performance of Self-Help Groups in Suna West constituency

ii. Evaluate the effects of leaders' management of tasks in leaders on the performance of Self-Help Groups in Suna West Constituency

iii. Assess the effects of leader's self-awareness in leaders on the performance of Self-Help Groups in Suna West Constituency

iv. Analyze the effects of leader's vision on the performance of Self-Help Groups in Suna West Constituency

4.0 Literature Review

Leadership capabilities are closely linked to organizational performance. According to Robbin (2003), leadership involves influencing a group to achieve its goals. Morrison (2007) suggests that effective leadership comes from proper training and skill transfer rather than innate ability, emphasizing that leadership is a practice of continually applying the right skills. Blagg (2014) adds that 90% of leaders are developed through practice rather than inherent talent. Effective leadership boosts organizational performance, with consistency being vital. Consistent leaders help achieve reliable results and adapt to change, fostering new ideas and team support.

Basit, Sebastian, and Hasan (2017) investigated the influence of various leadership styles on employee performance within a private organization in Malaysia. The findings indicated a positive correlation between leadership style and both employee and organizational performance. Similarly, Al Khajeh (2018) explored the impacts of transformational, autocratic, and democratic leadership styles on organizational performance, concluding that these styles positively affected

overall effectiveness and productivity. Both studies suggested using leadership styles that improve employee skills for better outcomes. A key limitation is their focus only on quantitative data, which limits understanding of contextual factors affecting leadership and engagement. The current study uses a mixed research design with both quantitative and qualitative methods to explore leadership capabilities and dynamics in Self-Help Groups (SHGs).

Sung and Kim (2021) investigated the role of members' innovative behavior as a mediator between innovativeness and organizational performance, utilizing data from the Public Service Recognition Survey conducted by the Korea Institute of Public Administration (KIPA). Their findings indicated that change management positively impacts both innovative behavior and organizational performance, highlighting the significant mediating role of leaders' innovative behavior in this relationship.

In China, Feng et al. (2018) investigated the interplay between ethical leadership, intrinsic motivation, and employee creativity. The study showed that inclusive leadership boosts innovation by using social connections. It found that better ethical leadership leads to improved organizational performance, mainly by encouraging employee creativity. However, the study may not fully apply to Self-Help Groups (SHGs), which have different structures and challenges compared to traditional organizations. In a related study, Chen and Zhang (2023) provided a critical perspective on shared leadership, suggesting that it can negatively impact team performance and creativity. Their analysis reveals potential drawbacks of innovative leadership and coordination challenges that may undermine the benefits of diverse input and collaboration.

Locally, Mwadime and Yusuf (2019) conducted a study on the impact of transformational leadership within Kenya's national government administration, revealing that such leadership positively influences organizational performance. Their findings suggest that using transformational leadership practices can improve productivity and effectiveness in public sector jobs. However, focusing on public administrators may overlook the specific issues faced by rural communities and Self-Help Groups (SHGs).

Innovation remains challenging for organizations, often hindered by structural, procedural, and attitudinal barriers. Overcoming these obstacles can significantly enhance innovation performance. SMEs can boost their innovation capabilities by leveraging existing resources, including latent talents and leaders within the organization.

5.0 Research Methodology

The research design employed in this study follows descriptive research design. This study utilized a Descriptive Research Design, which was particularly effective in providing a detailed explanation of the relationship between the variables under investigation (Mugenda & Mugenda, 2003). The research was conducted in Suna West constituency, located in Migori County, Kenya. This constituency was created from the previous Migori constituency in 2013. According to the

Kenya National Bureau of Statistics (2019), the constituency has a population of 128,890, with 61,431 males and 67,459 females. . As reported by the County Social Welfare Office, there were 80 self-help groups with a total membership of 1,510 in 2023 who formed population. Purposive sampling involved selecting participants based on the researcher's judgment. Specifically, from the total sample size of 306, purposive sampling was used to include 240 officials—three from each of the 80 self-help groups (the chairperson, secretary, and treasurer). The primary data collection tool used was a questionnaire

A pilot test was conducted on a small sample to ensure the validity and reliability of the research instruments, with a Cronbach's alpha of 0.71 supporting statistical reliability. The research received approval from The Institutional Scientific and Ethical Reviewing Committee (ISERC) at St. Paul's University and the National Commission for Science, Technology, and Innovation (NACOSTI).

6.0 Results and Discussion

6.1   Questionnaire Response Rate

Out of the 306 questionnaires distributed for the study, 300 were returned fully completed, resulting in an impressive response rate of 98%. This high return rate is considered exceptional and significantly exceeds the benchmarks established by Kothari (2019), who notes that a 60% response rate is acceptable, while a 70% response rate is commendable. Contributing to this successful outcome were proactive follow-ups with participants, which emphasized the importance of their input and reinforced the value of their contributions to the research objectives. Overall, this strong response rate not only enhances the reliability of the findings but also underscores the relevance of the study within the context of Self-Help Groups (SHGs).

6.2   Demographic Characteristics of Respondents

The demographic characteristics of the respondent were analyzed based on gender, length of Stay, and position within the organization.

6.2.1   Respondent's Gender

The study reveals a notable gender imbalance within self-help groups in Suna West Constituency, where 60% of members are male and 40% are female. This finding implies that gender inequality exists in the formation and participation of these groups in Migori County. The disparity challenges the goals of inclusive development and suggests potential barriers that may limit female involvement in these groups, thereby restricting opportunities for women to benefit from community-driven economic activities and support networks.

The observed gender gap also raises concerns about adherence to Kenya's constitutional mandates on gender equality, particularly Articles 27(3) and 81(b), which advocate for equal representation and the "two-thirds" rule in public and private entities. Furthermore, this imbalance

presents a challenge to achieving Sustainable Development Goal 5, which emphasizes gender equality and empowerment. Addressing this disparity could enhance the inclusivity and effectiveness of self-help groups by ensuring that both men and women have equal opportunities to participate, contribute, and benefit from collective development initiatives in the community.

6.2.2   Length of Stay

The study also sought to establish the length of stay of the respondents in the respective organizations. The findings are summarized in Table 1 below:

Table 1

Length of Time in the Organization

Length in Years	Frequency	Percentage
2-4	240	80
above 4 years	60	20
Total	**300**	**100**

Source: Field Data, 2023

The findings reveal that a substantial majority of respondents, specifically 80%, have been members of the self-help organization for a duration ranging from 2 to 4 years, while only 20% have participated for more than four years. This pattern suggests that many individuals tend to stay in these groups for relatively short periods. The limited tenure of most members raises concerns about potential challenges related to member retention and overall satisfaction within the self-help groups, which are vital for their sustainability and effectiveness.

Comparatively, existing literature, such as the studies by Aduma and Kimutai (2018), emphasizes that prolonged membership is linked to enhanced group cohesion, stronger interpersonal relationships, and increased collective efficacy among members. The current findings diverge from these insights, indicating a potential disconnect within the self-help groups in Suna West Constituency. This discrepancy could stem from inadequate engagement strategies, insufficient support structures, or unmet member needs that discourage long-term involvement in these initiatives.

6.2.3   Position at the Organization

The distribution of respondents based on their position within the organization provides valuable insights into the organizational structure and dynamics of the self-help groups in Suna West Constituency. The findings are summarized in Table 2

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Table 2

Distribution of Respondents based on their position in the Organization

Position in the Organization	Frequency	Percentage
Administrative	120	40
Sub-ordinate	180	60
Total	**300**	**100**

Source: Field Data, 2023

The findings show that a majority of respondents, 60%, occupy subordinate positions, while 40% hold administrative roles. This distribution across the organizational hierarchy is essential for understanding the diverse perspectives among members, which enhances our grasp of the group's functioning and the challenges it faces. The substantial representation of subordinate members highlights the significance of their voices and experiences in shaping organizational strategies and decisions.

6.3   The effect of leaders' innovativeness on the performance of SHGs in Suna West constituency

The study's first research question was, "What impact does a leader's innovativeness have on the performance of Self-Help Groups in Suna West constituency?" The respondents were asked to indicate whether a mechanism for managing change in the SHG existed.

The findings reveal that while a majority (60%) of respondents recognize the presence of change management mechanisms within their organization, a notable portion (40%) does not. This suggests that, although some mechanisms for managing change exist, they may not be fully integrated or consistently applied across all organizational levels, potentially due to variability in awareness. This partial integration of change management mechanisms aligns with findings by Mwadime and Yusuf (2019) who found that, effective change management, when fully implemented and driven by innovative leadership, significantly improves performance.

The study also examined whether leaders value ideas from their members, revealing a divided perspective among respondents. Specifically, 39.8% strongly agreed that their leaders value member contributions, while an equal percentage (39.8%) disagreed with this assertion. Additionally, 20.4% of respondents strongly disagreed with the statement as summarized in Table 3.

Table 3

Whether leaders value ideas from Members

Levels of Agreement	Frequency	Percentage
Strongly Agree	119	39.8
Disagree	119	39.8
Strongly Disagree	62	20.4
Total	**300**	**100.0**

Source: Field Data, 2023

The findings in Table 3 imply that while organizations recognize the importance of valuing members' contributions, this practice is not yet fully integrated at all levels, indicating a significant level of skepticism regarding the appreciation of member ideas within the organization. This lack of consensus on leadership's engagement with employee input may point to potential gaps in communication and recognition practices, which could hinder the development of a collaborative culture where members feel empowered to share their ideas.

Although efforts are being made to foster an innovative culture, encourage idea-sharing, pilot new ideas, and provide incentives, a more systematic approach to embracing member contributions is necessary to further enhance organizational performance. For instance, one respondent noted,

> *"We give an opportunity to each member with a new idea to bring it forward,*
> *and if it is workable, we begin implementing it." (R002, Field Data, 2023).*

This highlights that while some leaders are making strides toward valuing member input, there remains a need for broader integration of these practices across the organization to cultivate an environment that genuinely encourages innovation and collaboration.Similarly, one of the key respondent stated,

> *"We value all our members and their new ideas... dismissing members'*
> *ideas can put us a step behind."* (KII01, Field Data, 2023).

The qualitative data suggest that while organizations acknowledge the importance of valuing members' contributions, there is still a need for more comprehensive integration of this practice to enhance overall performance. The remarks from respondents indicate that when members feel their ideas are taken seriously, it fosters a sense of value and encourages active participation, which is crucial for cultivating a culture of innovation. The findings align with previous research, such as

Sung and Kim (2021), which emphasizes the importance of accommodating new ideas from all employees to foster positive relationships between management and staff, as well as Jeptoo's (2018) assertion that effective communication through idea-sharing strengthens employer-employee dynamics.

6.4   The effect of leader's Management of Tasks in Leaders on the Performance of SHGs in Suna West Constituency

The second research question addressed was, "What impact does a leader's task management have on the performance of Self-Help Groups in Suna West Constituency?" To investigate this question, the study focused on several key issues, including the existence of job descriptions for members, the perceived helpfulness of these job descriptions, the effect of the leader's management of tasks, and how work is accomplished through the delegation of tasks.

As to whether there are job descriptions for members, a majority, 81.7% indicated in the affirmative while the remaining 18.3 % indicated in the negative. The findings are indicated Table 4 below:

Table 4

Existence of Job Description for Members

Response	Frequency	Percentage
Yes	245	81.7
No	55	18.3
Total	300	100.0

Source: Field Data, 2023

The findings indicate that most of the self-help groups investigated had established job descriptions, which play a crucial role in defining and clarifying individual tasks. Clear job descriptions help employees focus on their responsibilities and ensure accountability, as performance can be assessed against the specified expectations. One member emphasized this point by stating:

> "We have clearly outlined job descriptions for individuals; these serve as essential management tools that help regulate employee behavior. They also prevent members from becoming complacent in their roles. Therefore, promoting the use of job descriptions should be a priority."

This perspective underscores the importance of job descriptions in fostering a productive

work environment and maintaining high standards of performance. The performance of tasks is checked against the specific descriptions outlined, making it easier to hold individuals accountable.

Previous studies have underscored the importance of job descriptions in various organizational contexts. For instance, Nani and Safitri (2021) found that clear role definitions lead to improved employee satisfaction and reduced turnover rates. In a similar vein, Wanyoko and Machine (2021) indicated that organizations with detailed job descriptions experience higher levels of performance and lower ambiguity among employees.

As to whether the job descriptions are helpful, a majority of the respondents, 61%, indicated in the affirmative while the remaining 39% were of the view that the job descriptions were not helpful as displayed in Figure 1.

Figure 1

Whether the job descriptions are helpful

Source: Field Data, 2023
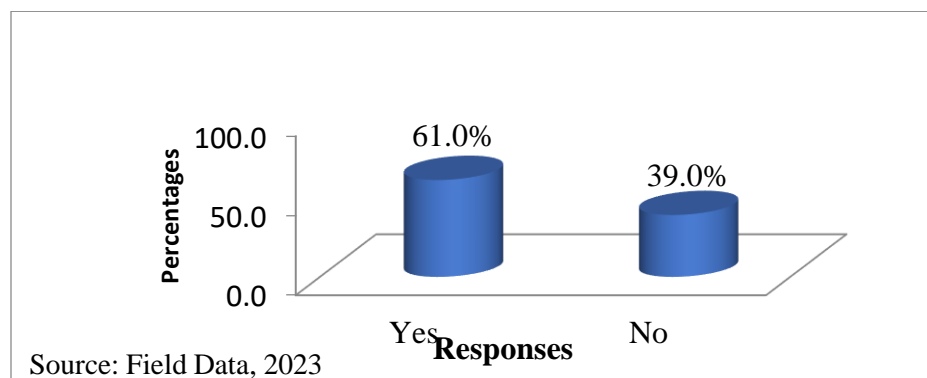
The findicngs indicates a general consensus among most participants regarding the value of job descriptions in providing clarity and guidance within their roles. Notably, the findings imply that, by and large, the members appreciate the significance of job descriptions in their groups. This majority viewpoint aligns with previous research, such as that by Sung and Kim (2021), which highlighted that clear job definitions contribute to better role understanding and overall effectiveness in organizations.

Overall, these findings suggest that while job descriptions are generally perceived as beneficial for enhancing clarity and productivity, the notable portion of individuals who feel differently indicates a need for more flexible approaches to role definition to fully engage and contribute to organizational success.

To further delve deeper into the specifics of task management, the respondents were asked to respond to several statements and indicate their level of agreement to these statements and their responses are as summarized in Table 5:

Table 5

Work is accomplished by delegation of Tasks

Response	Frequency	Percentage
Undecided	120	40
Disagreed	60	20
Strongly Disagreed	120	40
Total	**300**	**100**

Source: Field Data, 2022

It is observed that 40% of respondents strongly disagreed with the notion that specific tasks are consistently assigned within the self-help groups, while another 40% remained undecided. Only 20% indicated disagreement, suggesting that the practice of assigning specific tasks is not widely implemented. However, those who were undecided provided insights into how individuals are held accountable for their assigned tasks. Their responses included establishing clear expectations, appropriate delegation, effective communication, follow-up procedures, allowing members to explain their actions, conducting self-evaluations, inviting members to management meetings to discuss performance, and recognizing those who adhere to instructions and perform their duties effectively.

Overall, the findings from this study highlight the significant impact of a leader's management of tasks on the performance of self-help groups (SHGs) in Suna West Constituency. The data indicate that while a majority of members acknowledge the existence and value of job descriptions and performance appraisals, there remains a notable portion of the population that feels less engaged with the formal structures in place. The inconsistent assignment of specific tasks and the varied perceptions regarding the helpfulness of job descriptions suggest that there is room for improvement in how task management is approached. These insights underscore the critical role of effective leadership in fostering an environment that not only clarifies roles and responsibilities but also promotes accountability and trust among members. The study effectively uncovers how leaders' task management influences the overall performance and functioning of SHGs, providing a comprehensive understanding of the dynamics at play within these organizations.

6.5 The effect of leader's Self-Awareness in Leaders on the Performance of SHGs in Suna West Constituency

The third research question explored was, "How does self-awareness in leaders affect the

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performance of Self-Help Groups in Suna West Constituency?" This was assessed using six criteria: whether the leaders are aware of their failures, their strengths within the group, areas needing improvement, their roles, duties, and responsibilities, the consequences of their decisions, and their responses to criticism.

Regarding whether members of the self-help groups are given opportunities to raise issues with management, all respondents (100%) indicated affirmatively. This suggests that an established mechanism exists within these groups that encourages open communication and allows members' voices to be considered in decision-making. In terms of training frequency, 80% of respondents noted that training sessions occur quarterly, while the remaining 20% indicated that training is conducted annually, as shown in Table 6 below.

Table 6

Whether Leaders Have Self-Awareness and Attend Trainings

Response	Frequency	Percentage
Yes	240	80
No	60	20
Total	300	100.0

Source: Field Data, 2023

These findings imply that leaders' self-awareness plays a crucial role in shaping the performance of self-help groups (SHGs) in Suna West Constituency. The structured opportunities for members to raise issues with management reflect a leadership approach that is both self-aware and responsive, acknowledging the importance of incorporating members' feedback in decision-making processes. This participatory structure, supported by quarterly training, indicates that leaders understand the need for continuous skill development and alignment with the group's goals. Leaders who are self-aware are likely to foster a culture of openness and regular engagement, which, as Wabomba et al. (2022) suggests, strengthens group cohesion, trust, and commitment to shared objectives.

The implication of these findings is that self-aware leadership within SHGs can drive a more engaged, informed, and cohesive membership, ultimately enhancing the group's performance. To optimize these outcomes, it would be beneficial for leaders to further diversify engagement and consider more frequent training sessions, thereby reinforcing members' connection to the organization's vision and objectives.

Lastly, the respondents who were in leadership position were asked to indicate their response

to criticisms from members on issues touching on their discharge of duties. The findings are displayed in Table 7.

Table 7

Response to Criticisms from Members

Response	Frequency	Percentage
Tolerant	240	80
Intolerant	60	20
Total	300	100.0

Source: Field Data, 2023

The findings reveal that the majority of leaders, 80%, identified themselves as tolerant of criticism, while 20% indicated a level of intolerance toward feedback. This suggests that a significant portion of leadership within the self-help groups in Suna West Constituency is open to receiving input, potentially creating an environment where members feel encouraged to express concerns and suggestions without fear of repercussions. Leaders who demonstrate tolerance toward criticism are likely to be more self-aware, as they recognize the value of feedback for personal and organizational growth. This openness aligns with findings from Wabomba et al. (2022), which indicate that leadership receptivity to criticism fosters a culture of trust and collaboration within groups, enhancing overall performance.

Overall, these findings underscore the positive effect of leaders' self-awareness on the performance of self-help groups. Leaders who embrace constructive criticism are better positioned to foster transparency, trust, and shared purpose within the group, all of which are essential for sustainable performance. By maintaining a culture where feedback is encouraged and valued, these leaders enhance both individual and collective growth, ultimately contributing to the long-term success of the SHGs in Suna West Constituency.

6.6   The effect of leader's vision on the performance of SHGs in Suna West Constituency

The fourth research question addressed was, "How does the leader's vision impact the performance of Self-Help Groups in Suna West Constituency?" To evaluate this question, the study focused on four key criteria: the existence of outlined plans to achieve the vision, the extent to which strategic plans guide organizational activities, the frequency of organizational meetings, and the methods used to inculcate the vision in members.

As to whether they have a strategic plan for their organization, a majority, 60%, indicated that they indeed have a strategic plan while the remaining 40% indicated that they did not have a

strategic plan.This suggests that most self-help groups have a clear roadmap outlining their objectives and the strategies they intend to employ to achieve them. The presence of a strategic plan is crucial as it provides a framework for decision-making and resource allocation, enabling organizations to navigate challenges and capitalize on opportunities effectively.

The importance of strategic planning in enhancing organizational performance is supported by previous studies. For instance, research by Aduma and Kimutai (2018) highlights that organizations with well-defined strategic plans are more likely to achieve their goals and sustain competitive advantages. The findings underscore the necessity of strategic planning in guiding self-help groups toward their objectives.

The study further made inquiries on whether strategic plans guide the organizations. Figure 2 displys the findings.

Figure 2

Responses on Strategic Plans

Source: Field Data, 2023
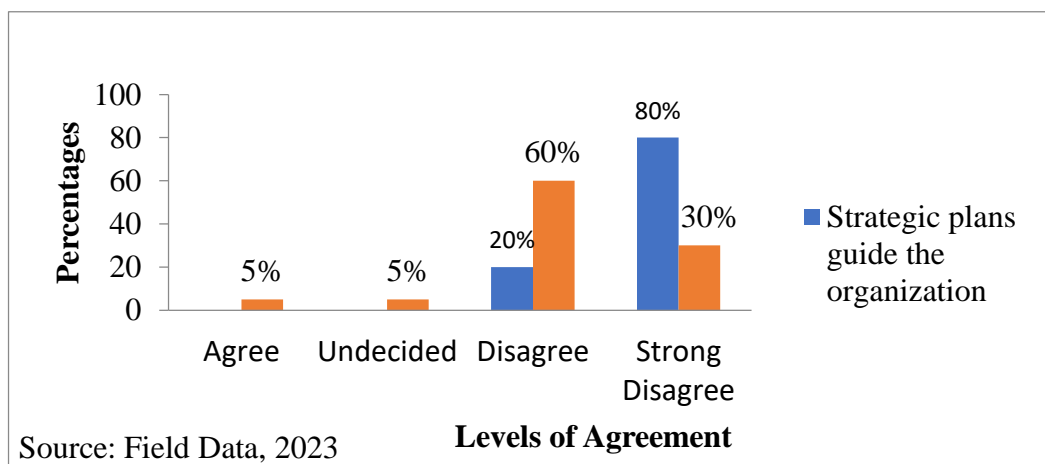
The findings indicate a lack of effectiveness in implementing strategic plans within the self-help groups in Suna West Constituency. Specifically, 80% of respondents strongly disagreed, and 20% disagreed with the statement that strategic plans guide their organizations. This widespread belief suggests that these plans do not significantly influence daily operations or decision-making processes, highlighting a substantial disconnect between having strategic plans and effectively utilizing them.

Moreover, the data regarding member support for strategic plans reinforces the concern about disengagement. A combined total of 90% of respondents either disagreed (60%) or strongly disagreed (30%) that members support the strategic plans, indicating a pronounced lack of

investment in these initiatives. Only 5% agreed that there was support for the plans, with another 5% undecided. This lack of personal connection to the strategic plans likely hampers their implementation, as members who do not feel invested are less inclined to engage with and advocate for their execution. These findings align with Holland (2019), who emphasizes that active participation in the planning process fosters responsibility and commitment among group members.

Findings on organizational communication and vision clarity are summarized in Table 8. Forty percent of respondents strongly disagreed with the idea that there are constant meetings organized by the leadership, while another 40% were undecided, leaving only 20% who strongly agreed. This suggests that formal consultative forums are infrequent, which limits opportunities for meaningful engagement between leadership and group members. Additionally, when asked if leaders ensure that members use the vision to align their activities, 60% strongly disagreed. This indicates that the vision exists largely on paper rather than being actively practiced or communicated within the groups. The lack of awareness and engagement with the vision further exacerbates the challenges in effective implementation and member involvement, suggesting a significant disconnect between the leadership's intentions and the members' understanding and commitment to the group's objectives.

Table 8

Use of Constant Meetings and Vision in the Organization

Statements	Strongly Agree	Undecided	Disagree	Strongly Disagree	Total
There are constant meetings that the organization organizes	20%	40%	-	40%	100%
Vision is well known	20%	-	20%	60%	100%
Leaders ensure that members use vision to align their activities	-	20%	20%	60%	100%

Source: Field Data, 2023

When compared to other studies, such as those by Aduma and Kimutai (2018) and Holland (2019), which emphasize the necessity of effective communication and active participation in strategic planning, the current findings highlight some disparity. These studies suggest that regular communication and clear vision are fundamental for ensuring that members are engaged and

aligned with organizational goals. The lack of meetings and the ambiguity surrounding the vision in Suna West Constituency's self-help groups contrast sharply with the notion that strong organizational communication enhances member involvement and commitment to strategic initiatives.

Overall, these findings imply that without regular meetings and effective communication of the vision, self-help groups are likely to struggle with member engagement and the successful implementation of their strategic plans. This disconnect not only hampers the ability of these organizations to achieve their goals but also diminishes the potential benefits that come from collective efforts. To enhance the effectiveness and impact of self-help groups, it is crucial for leaders to foster a culture of open communication and ensure that the vision is not only well-articulated but also actively practiced and integrated into members' activities.

Lastly, the leaders were asked how they instill the organizational vision in their members. The results show that a significant majority, 81.3%, utilize training as their primary method, while 18.7% use orientation as their approach, as displayed in Table 9.

Table 9

Ways of Inculcating Vision in Members

Response	Frequency	Percentage
Tolerant	244	81.3
Intolerant	56	18.7
Total	300	100.0

Source: Field Data, 2023

As shown in Table 9, the findings indicate that the majority of respondents, reported using training to instill the organizational vision in members, while 18.7% rely on orientation. This reliance on training suggests that leaders view structured learning as a more effective means of embedding the organization's vision among members, allowing for a comprehensive understanding of the group's goals and objectives. However, the limited use of orientation may indicate missed opportunities for immediate alignment when new members join.

Comparatively, similar studies on organizational alignment, such as those by Wabomba et al. (2022), emphasize the importance of ongoing, structured engagement to foster a deeper connection to the organization's vision, which can enhance commitment and performance.

Overall, the findings reveal significant gaps in the implementation, communication, and member alignment with strategic plans within self-help groups in Suna West Constituency.

Although many groups possess strategic plans, a majority of members feel disengaged from the vision due to infrequent meetings and limited opportunities for meaningful engagement. Leaders primarily use training to instill the vision; however, this alone seems inadequate for fostering a sense of commitment and active participation.

7.0 Conclusions and Recommendations

7.1 Conclusion

The study concludes that the performance of SHGs in Suna West Constituency is significantly influenced by leaders' innovativeness in change management and their valuation of member contributions. Effective task management by leaders clarifies individual responsibilities and fosters a culture of continuous improvement and accountability among members. Positive feedback on job descriptions and performance appraisals indicates that prioritizing these management practices can enhance member motivation and organizational performance, although addressing task assignment inconsistencies remains essential.

Self-aware leadership is crucial in cultivating a participatory culture within SHGs. Leaders who acknowledge their strengths and weaknesses and embrace feedback effectively build trust and collaboration, enhancing individual accountability and aligning the group towards shared objectives. Regular training sessions further support group cohesion and sustainable outcomes. Lastly, the study concludes that the leader's vision significantly impacts SHG performance in Suna West Constituency. Despite having strategic plans, ineffective communication, infrequent meetings, and low member engagement hinder successful implementation.

In conclusion, there is a statistically significant positive relationship between Leader's innovativeness, leader's management of tasks, leaders' vision and self-help group performance. The study also concludes that there is a statistically insignificant relationship between leader's self-awareness and the self-help group performance.

7.2 Recommendations

The study makes the following four recommendations that could enhance the performance of self-help groups (SHGs) in Suna West Constituency:
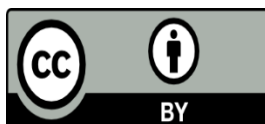
i) Leaders should actively enhance communication strategies to ensure that member contributions are valued and acknowledged. Establishing regular feedback sessions and open forums can create an environment where members feel comfortable sharing their ideas, thereby bridging the identified communication gaps.

ii) To clarify individual responsibilities and promote accountability, leaders should implement standardized task assignment protocols. Regular reviews of job descriptions and performance appraisals should be conducted to reinforce members' roles and encourage a culture of continuous improvement within the groups.

iii) Leaders should engage in training focused on self-awareness and emotional intelligence. By recognizing their strengths and weaknesses, and actively seeking feedback, leaders can build trust and foster collaboration among members, which will enhance overall group cohesion and accountability.

iv) Leaders must prioritize regular meetings and interactive training sessions that reinforce the group's vision. This approach should go beyond initial training, fostering ongoing discussions that actively involve members in the implementation of strategic plans, thereby enhancing commitment and participation in achieving organizational goals.

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