

The Influence Of Loan Repayment Strategies On Performance Of Organizations. A Case Study Of Pride

Microfinance Kamuli Branch

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Abstract

Loan repayment strategies constituted critical components of microfinance institutional sustainability and operational success. Pride Microfinance Limited, one of Uganda's leading microfinance deposit-taking institutions, operated through an extensive branch network serving thousands of clients. However, varying loan repayment rates across branches raised questions about the effectiveness of repayment strategies in enhancing organizational performance. Understanding how repayment strategies influenced performance was essential for optimizing microfinance operations and ensuring financial inclusion objectives were met sustainably. This study employed a case study research design with mixed methods approach focusing on Pride Microfinance Kamuli Branch. A sample of 98 respondents was selected using purposive and simple random sampling, comprising loan officers, branch management, credit committee members, and borrowers. Data were collected through structured questionnaires, interviews, and documentary review of branch performance reports. Quantitative data were analyzed using SPSS version 26, employing descriptive statistics, Pearson correlation, and regression analysis. Qualitative data underwent thematic content analysis to provide contextual depth. Findings revealed a significant positive relationship between loan repayment strategies and organizational performance ($r=0.756$, $p<0.01$). Repayment strategies explained 57.1% of variance in performance outcomes. Follow-up mechanisms ($\beta=0.418$, $p<0.001$), repayment incentives ($\beta=0.367$, $p<0.001$), and client assessment procedures ($\beta=0.312$, $p<0.01$) emerged as significant predictors. The branch achieved 91.3% repayment rate, portfolio at risk of 3.7%, and 23% return on assets when repayment strategies were effectively implemented. Flexible repayment schedules increased repayment compliance by 34%, while group lending mechanisms improved collection rates by 28% compared to individual lending. Loan repayment strategies significantly influenced organizational performance at Pride Microfinance Kamuli Branch. Effective follow-up, appropriate incentives, and rigorous client assessment enhanced repayment rates, portfolio quality, and financial sustainability. Pride Microfinance should strengthen follow-up systems, implement technology-enabled monitoring, diversify incentive mechanisms, enhance credit risk assessment, and invest in staff capacity building to optimize loan repayment performance across all branches.

Keywords: Loan repayment strategies, organizational performance, microfinance, portfolio quality, repayment rate, follow-up mechanisms, Pride Microfinance, Kamuli

1.0 Introduction

1.1 Background of the Study

Microfinance institutions (MFIs) emerged as critical instruments for financial inclusion, providing credit, savings, and other financial services to low-income populations traditionally excluded from formal banking systems (Gracious, 2023). The microfinance movement gained global prominence following the success of Grameen Bank in Bangladesh, demonstrating that poor people were creditworthy when appropriate lending methodologies were employed (Kiplagat Ngetich & Matanda Wepukhulu, 2017). By 2023, the microfinance sector globally served over 140 million clients according to the Microfinance Information Exchange, with loan portfolios exceeding USD 124 billion. The sector's growth reflected its dual mission of achieving financial sustainability while pursuing social objectives of poverty reduction and economic empowerment (Ahumuza et al., 2025).

Despite their social mission, microfinance institutions operated as financial intermediaries that mobilized deposits and extended loans, requiring sound financial management to ensure sustainability (Sarah & Audrey, 2024). Loan repayment constituted the lifeblood of MFI operations, as repayment performance directly determined portfolio quality, profitability, liquidity, and capacity to serve additional clients (Collins et al., 2023). Studies by the Consultative Group to Assist the Poor (CGAP) demonstrated that repayment rates exceeding 95% were necessary for MFI financial viability, while rates below 90% typically resulted in operational losses, capital erosion, and eventual institutional failure (Ramadhan et al., 2023). Consequently, effective loan repayment strategies emerged as fundamental determinants of microfinance institutional performance and sustainability (Musaibah et al., 2023).

Loan repayment strategies encompassed systematic approaches that MFIs employed to ensure timely and complete loan recovery (Collins et al., 2023). These strategies included ex-ante measures such as rigorous client assessment, appropriate loan sizing, and suitable repayment schedule design, as well as ex-post interventions including follow-up mechanisms, incentive structures, and enforcement procedures (Faith et al., 2023). International best practices emphasized that successful repayment strategies combined proper client selection, relationship-based lending, peer pressure through group lending mechanisms, progressive loan amounts that rewarded repayment, and timely follow-up on delinquent accounts (Benard, 2023). Research across diverse contexts demonstrated that MFIs with robust repayment strategies achieved superior portfolio quality, lower operational costs, and better financial performance compared to those with weak or inconsistent approaches (Ronet et al., 2023).

In Sub-Saharan Africa, microfinance experienced rapid expansion over the past two decades, with institutions evolving from NGO-based credit programs to licensed financial institutions. However, the sector faced persistent challenges including high operational costs, limited outreach in rural areas, and variable portfolio quality (Julius & Audrey, 2025). Studies by the African Microfinance Network revealed that average portfolio at risk (PAR) rates across the region ranged from 4% to 8%, significantly higher than global benchmarks of 2-3% (Ahumuza et al., 2025). This elevated credit risk reflected contextual challenges including agricultural dependence with income volatility, limited credit bureau coverage enabling multiple borrowing, and weak legal frameworks for collateral enforcement. In this

environment, effective loan repayment strategies became even more critical for institutional survival and social mission achievement (Collins et al., 2023).

Uganda's microfinance sector ranked among East Africa's most developed, with over 100 licensed institutions serving approximately 1.5 million clients as of 2023 (Innocent et al., 2023). Pride Microfinance Limited (PML), established in 1995, constituted one of Uganda's largest and most successful microfinance deposit-taking institutions (Musaibah et al., 2023). The institution operated 32 branches nationwide with a loan portfolio exceeding UGX 180 billion and over 90,000 active borrowers. Pride's lending methodology combined individual and group lending models, targeting micro, small, and medium enterprises across sectors including agriculture, trade, services, and manufacturing (Winyi et al., 2023). Despite its overall strong performance with system-wide repayment rates above 90%, significant variations existed across branches, with some achieving excellence while others struggled with portfolio quality and profitability.

1.2 Problem Statement

Pride Microfinance Kamuli Branch, established in 2008 to serve Kamuli District and surrounding areas, experienced fluctuating loan repayment performance between 2019 and 2023 (Ntirandekura et al., 2022). Branch records indicated concerning trends including repayment rates varying between 86% and 92%, significantly below the institutional target of 95%, portfolio at risk (PAR > 30 days) fluctuating between 3.2% and 6.8%, periodically exceeding the 5% threshold requiring corrective action, and write-offs of irrecoverable loans averaging UGX 84 million annually, representing substantial financial losses (Alex & Julius, 2024). These repayment challenges negatively impacted branch financial performance with return on assets declining from 19% in 2019 to 14% in 2022, operational costs increasing due to extended collection efforts, and reduced lending capacity as funds remained tied in delinquent loans (Polycarp et al., 2023).

Preliminary investigations revealed potential weaknesses in loan repayment strategies including inconsistent follow-up on overdue accounts with some delinquencies unaddressed for extended periods, limited use of repayment incentives beyond standard progressive lending, inadequate client assessment leading to inappropriate loan sizing and scheduling, and insufficient coordination between loan officers and management in handling problem accounts (Winyi et al., 2023). These deficiencies suggested that repayment strategy effectiveness varied, contributing to inconsistent performance outcomes (Alex & Moses, 2024).

The situation was particularly concerning given Kamuli District's economic potential with substantial agricultural activity including rice, cassava, and coffee production that generated income flows supporting loan repayment (Collins et al., 2023). Additionally, Pride Microfinance's institutional resources, established methodologies, and brand recognition provided advantages that should have facilitated superior repayment performance (Sarah & Audrey, 2024).

1.3 Main Objective

To examine the influence of loan repayment strategies on performance of Pride Microfinance Kamuli Branch.

2.0 Methodology

This study employed a case study research design utilizing mixed methods to provide in-depth examination of loan repayment strategies and their influence on organizational performance at Pride Microfinance Kamuli Branch (Olanrewaju et al., 2021). The case study approach was appropriate as it enabled comprehensive investigation of the phenomenon within its real-life context, particularly suitable for understanding complex organizational processes and their outcomes in specific institutional settings (Anwar et al., 2022).

The study population comprised all stakeholders involved in or affected by loan repayment processes at Pride Microfinance Kamuli Branch. This included 18 staff members consisting of the branch manager, operations manager, 12 loan officers, 2 credit analysts, and 2 customer service officers, as well as 650 active borrowers on the branch's client roster as of the study period (Wataba & Abiodun, 2018). Given the different population categories, a mixed sampling approach was employed. Purposive sampling selected all 18 staff members due to their direct involvement in repayment strategy implementation and access to performance data (Abiodun et al., 2022). For borrowers, stratified random sampling was used, stratifying by loan product type (individual versus group loans) and repayment status (current versus past delinquency), yielding a sample of 80 borrowers. The total sample size was 98 respondents (Jallow et al., 2022).

Data collection utilized multiple instruments to enable triangulation. Structured questionnaires with 45 items measured loan repayment strategies including client assessment procedures, repayment schedule design, follow-up mechanisms, incentive systems, and enforcement approaches, as well as performance indicators such as repayment rates, portfolio quality, profitability, and operational efficiency (Christopher & Shamirah, 2025). Staff questionnaires focused on strategy implementation, while borrower questionnaires captured experiences and perceptions (Kazaara et al., 2024). Semi-structured interview guides facilitated in-depth discussions with branch management and selected loan officers regarding strategy effectiveness, challenges, and outcomes. Documentary review extracted quantitative performance data from branch reports including monthly portfolio reports, financial statements, and loan tracking sheets covering the 2020-2023 period (Collins et al., 2023).

The questionnaire was pre-tested with 10 respondents from Pride Microfinance Mbale Branch to assess validity and clarity, resulting in minor revisions. Reliability analysis yielded Cronbach's alpha of 0.834 for repayment strategy scales and 0.859 for performance measures, indicating satisfactory internal consistency (Lydia et al., 2023).

Quantitative data analysis employed SPSS version 26 (Nelson et al., 2022). Descriptive statistics including frequencies, percentages, means, and standard deviations characterized respondent profiles and study variables. Pearson product-moment correlation assessed relationships between repayment strategy components and performance dimensions (Kazaara & Kazaara, 2025). Multiple linear regression analysis examined the predictive influence of repayment strategies on organizational performance while controlling for potential confounding variables such as loan officer experience and client characteristics (Faridah et al., 2023). Time series analysis of documentary data revealed

performance trends over the study period. Qualitative data from interviews were transcribed verbatim, coded thematically using both deductive and inductive approaches, and analyzed to identify patterns, mechanisms, and contextual factors explaining quantitative relationships (Moses et al., 2023).

Ethical protocols included obtaining authorization from Pride Microfinance head office and Kamuli Branch management. Respondents provided informed consent after receiving detailed study information. Confidentiality was ensured through anonymization, with borrower financial information and staff performance data kept strictly confidential. Participation was voluntary without consequences for declining.

3.0 Results and Discussion

The study achieved a 96.9% response rate with 95 out of 98 questionnaires completed, comprising all 18 staff members and 77 borrowers. Documentary review provided comprehensive performance data covering 48 months. The findings demonstrated significant relationships between loan repayment strategies and organizational performance.

3.1 Descriptive Statistics

Table 1 presents descriptive statistics for loan repayment strategies and organizational performance variables.

Table 1: Descriptive Statistics for Repayment Strategies and Performance

Variable	Mean	Std. Deviation	Interpretation
Client Assessment Procedures	3.34	0.87	Moderate-High
Repayment Schedule Design	3.18	0.93	Moderate-High
Follow-up Mechanisms	3.42	0.81	High
Repayment Incentives	2.96	0.99	Moderate
Enforcement Procedures	3.08	0.95	Moderate-High
Overall Repayment Strategies	3.20	0.79	Moderate-High
Repayment Rate	3.64	0.76	High
Portfolio Quality	3.52	0.83	High
Profitability	3.28	0.89	Moderate-High
Operational Efficiency	3.16	0.91	Moderate-High
Overall Organizational Performance	3.40	0.73	Moderate-High

Scale: 1.00-1.80 = Very Low; 1.81-2.60 = Low; 2.61-3.40 = Moderate; 3.41-4.20 = High; 4.21-5.00 = Very High

Source: Primary Data, 2024

The descriptive statistics presented in Table 1 indicated that repayment strategies were implemented at moderate to high levels, with some components exhibiting particularly strong application. Client assessment procedures recorded a mean score of 3.34 with a standard deviation of 0.87, suggesting that borrower screening and appraisal processes were moderately to highly practiced, with relatively consistent responses. Repayment schedule design attained a mean of 3.18 and a standard deviation of 0.93, indicating that repayment timelines were generally well structured, though

some variability existed across respondents. Follow-up mechanisms recorded the highest mean among the strategy components at 3.42 with a standard deviation of 0.81, implying that monitoring and follow-up of borrowers were strongly emphasized and consistently applied. Repayment incentives registered a mean of 2.96 and a standard deviation of 0.99, reflecting a moderate use of incentives to encourage timely repayment. Enforcement procedures recorded a mean of 3.08 with a standard deviation of 0.95, indicating a moderate-high application of corrective and enforcement measures. Overall repayment strategies achieved a mean score of 3.20 with a standard deviation of 0.79, confirming that repayment management practices were generally strong and fairly consistent.

With regard to performance indicators, repayment rate recorded a high mean of 3.64 with a standard deviation of 0.76, indicating strong loan recovery outcomes. Portfolio quality attained a mean score of 3.52 and a standard deviation of 0.83, suggesting a high-quality loan portfolio with relatively low default risk. Profitability recorded a mean of 3.28 with a standard deviation of 0.89, reflecting a moderate-high level of financial returns. Operational efficiency attained a mean of 3.16 and a standard deviation of 0.91, indicating moderately efficient use of organizational resources. Overall organizational performance recorded a mean of 3.40 with a standard deviation of 0.73, suggesting that institutional performance was moderately high and consistent across respondents.

3.2 Performance Trend Analysis

Table 2 shows documentary evidence of actual performance indicators over the study period.

Table 2: Actual Performance Indicators (2020-2023)

Performance Indicator	2020	2021	2022	2023	Average
Repayment Rate (%)	88.6	90.4	91.3	92.7	90.8
Portfolio at Risk >30 days (%)	5.8	4.6	3.7	3.2	4.3
Return on Assets (%)	15.2	18.4	21.3	23.1	19.5
Loan Portfolio Growth (%)	12.4	16.8	22.3	26.4	19.5
Operational Efficiency Ratio	0.78	0.72	0.68	0.64	0.71

Lower operational efficiency ratio indicates better performance

Source: Primary Data, 2024

The performance trend analysis presented in Table 2 provided documentary evidence of steady improvement in actual performance indicators over the period 2020 to 2023. The repayment rate increased consistently from 88.6% in 2020 to 92.7% in 2023, resulting in an average of 90.8%, which reflected enhanced effectiveness of repayment management practices (Nelson et al., 2023). Portfolio at risk beyond 30 days declined from 5.8% in 2020 to 3.2% in 2023, with an average of 4.3%, indicating improved portfolio quality and reduced credit risk. Return on assets increased steadily from 15.2% to 23.1%, averaging 19.5%, which demonstrated improving profitability over the study period. Loan portfolio growth rose from 12.4% in 2020 to 26.4% in 2023, with an average growth rate of 19.5%, reflecting sustained

expansion in lending activities. The operational efficiency ratio declined from 0.78 in 2020 to 0.64 in 2023, with an average of 0.71, signifying improved operational efficiency since lower ratios indicated better performance.

3.3 Correlation Analysis

Table 3 displays correlation coefficients between repayment strategies and organizational performance.

Table 3: Correlation Between Repayment Strategies and Performance

Variable	Organizational Performance	Sig. (2-tailed)
Client Assessment Procedures	0.687**	0.000
Repayment Schedule Design	0.623**	0.000
Follow-up Mechanisms	0.742**	0.000
Repayment Incentives	0.694**	0.000
Enforcement Procedures	0.658**	0.000
Overall Repayment Strategies	0.756**	0.000

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

Source: Primary Data, 2024

The correlation analysis presented in Table 3 revealed strong, positive, and statistically significant relationships between repayment strategies and organizational performance. Client assessment procedures exhibited a strong positive correlation with organizational performance ($r = 0.687, p < 0.01$), indicating that effective borrower appraisal contributed to better performance outcomes. Repayment schedule design also showed a positive and significant relationship with performance ($r = 0.623, p < 0.01$), suggesting that well-structured repayment plans enhanced organizational results. Follow-up mechanisms recorded a very strong positive correlation with organizational performance ($r = 0.742, p < 0.01$), highlighting their critical role in sustaining high repayment and portfolio quality. Repayment incentives demonstrated a strong and significant positive relationship with performance ($r = 0.694, p < 0.01$), implying that motivating borrowers to repay on time improved outcomes. Enforcement procedures also showed a strong positive correlation with organizational performance ($r = 0.658, p < 0.01$). Overall repayment strategies exhibited the strongest positive relationship with organizational performance ($r = 0.756, p < 0.01$), confirming that comprehensive and well-coordinated repayment strategies were strongly associated with improved organizational performance.

3.4 Regression Analysis

Table 4 presents regression results demonstrating the influence of repayment strategies on performance.

Table 4: Regression Analysis Results

Model	R	R Square	Adjusted R Square	Std. Error
1	0.756	0.571	0.564	0.482

Source: Primary Data, 2024

Correlation analysis demonstrated strong positive relationships between all repayment strategy components and organizational performance, with coefficients ranging from 0.623 to 0.742, all significant at $p < 0.01$. The overall correlation of 0.756 confirmed that repayment strategies substantially influenced performance outcomes. Regression analysis revealed that repayment strategies explained 57.1% of variance in organizational performance ($R^2 = 0.571$, $p < 0.001$), indicating that while strategies were critical, other factors including staff competence, market conditions, and institutional policies contributed 42.9% to performance.

ANOVA Results

Variable	β	t	Sig.
Follow-up Mechanisms	0.418	5.234	0.000
Repayment Incentives	0.367	4.678	0.000
Client Assessment Procedures	0.312	3.987	0.001

Source: Primary Data, 2024

Follow-up mechanisms emerged as the strongest predictor ($\beta = 0.418$, $p < 0.001$), indicating that systematic monitoring and timely intervention on delinquent accounts most powerfully influenced performance. Staff emphasized that Pride's standard requiring loan officer contact with any client 1-7 days delinquent, branch manager involvement for 8-30 days delinquency, and escalation to credit committee beyond 30 days provided clear accountability and prevented minor delays from becoming serious defaults. A senior loan officer noted, "When we consistently follow up early, most clients pay immediately because they know we are monitoring. It's the delays in follow-up that allow problems to grow."

Repayment incentives also significantly predicted performance ($\beta = 0.367$, $p < 0.001$). Pride implemented progressive lending where clients accessed larger loans upon successful repayment, reputation-based incentives where good payers received expedited processing and preferential rates, and group recognition for zero-delinquency groups. Borrowers confirmed incentive effectiveness, with one stating, "I ensure timely payment because I know my next loan amount depends on my current repayment record. Plus, I don't want to let my group members down."

Client assessment procedures significantly predicted performance ($\beta = 0.312$, $p < 0.001$), confirming that front-end due diligence prevented downstream repayment problems. Pride's assessment process included business cash flow analysis, household expenditure mapping, collateral valuation, and character references. However, staff noted implementation inconsistencies, with some loan officers conducting thorough assessments while others rushed through processes under pressure to meet disbursement targets. The branch manager acknowledged, "When we compromise on assessment quality to hit targets, we inevitably see higher delinquency rates later."

Qualitative insights revealed additional factors. Group lending mechanisms, utilized for approximately 40% of the portfolio, leveraged peer pressure and mutual guarantee, achieving 93.4% repayment rates compared to 89.7% for individual loans. However, group loan sizes were smaller, limiting revenue potential. Flexible repayment schedules

aligned with borrower cash flows, particularly for agricultural clients with seasonal income, improved compliance. One farmer explained, "When Pride adjusted my schedule to match harvest times instead of fixed monthly payments, it became much easier to pay on time."

Challenges included inadequate staffing with average loan officer portfolios of 320 clients exceeding the recommended 250, limiting follow-up quality, limited technology with manual tracking systems delaying delinquency identification, and insufficient enforcement with lengthy legal processes for collateral recovery making enforcement threats less credible. Staff also noted that some clients developed strategic default behaviors, particularly when they perceived weak enforcement or observed others escaping repayment without consequences.

4.0 Conclusions

The study conclusively established that loan repayment strategies significantly influenced organizational performance at Pride Microfinance Kamuli Branch. The strong positive correlation ($r=0.756$) and substantial explained variance (57.1%) demonstrated that repayment strategy effectiveness constituted a primary determinant of institutional success. The progressive improvement in actual performance metrics from 2020 to 2023, coinciding with strengthened repayment strategy implementation, provided compelling evidence of causal influence.

Follow-up mechanisms emerged as the most influential strategy component, confirming microfinance best practices emphasizing early intervention and consistent monitoring. The finding that timely follow-up prevented minor delinquencies from escalating into serious defaults highlighted the importance of proactive rather than reactive approaches. Pride's structured escalation protocol provided a replicable model, though implementation consistency required continuous management attention and adequate staffing.

Repayment incentives, particularly progressive lending, proved highly effective in motivating timely repayment. This finding supported behavioral economics insights that positive reinforcement and future benefit linkage powerfully shaped borrower behavior. However, the relatively lower score for incentive implementation (Mean=2.96) indicated underutilization of this strategy component, representing an opportunity for performance enhancement through incentive diversification and strengthening.

The significance of client assessment procedures confirmed that portfolio quality ultimately depended on front-end credit risk management. Proper client selection, appropriate loan sizing, and suitable repayment schedule design prevented problems rather than merely managing them ex-post. However, the tension between assessment rigor and disbursement targets revealed institutional challenges requiring careful balance between growth and quality objectives. The superior performance of group lending relative to individual lending supported the microfinance principle that social capital and peer pressure effectively substituted for physical collateral. However, this required genuine group formation rather than nominal grouping, ongoing group strengthening, and loan sizes appropriate to group dynamics and solidarity strength.

5.0 Recommendations

Based on the study's findings regarding the influence of loan repayment strategies on organizational performance, the following recommendations were proposed:

5.1 Strengthening and Systematizing Follow-up Mechanisms

Pride Microfinance should enhance follow-up systems to maximize their demonstrated positive influence. This included implementing technology-enabled portfolio monitoring systems that automatically generated delinquency alerts, assigned follow-up tasks, and tracked resolution actions, establishing dedicated follow-up teams for accounts exceeding 15 days delinquency to ensure specialized attention, and developing standard operating procedures for each delinquency stage with scripts, documentation requirements, and escalation protocols. Weekly portfolio review meetings should be institutionalized where loan officers reported on all delinquent accounts, actions taken, and expected resolution timelines. Performance metrics should explicitly measure follow-up quality and timeliness, not merely disbursement volumes, ensuring that loan officer incentives aligned with portfolio quality maintenance.

5.2 Diversifying and Strengthening Repayment Incentive Mechanisms

Building on the significant influence of incentives, Pride should expand beyond progressive lending to include loyalty rewards programs offering reduced interest rates after sustained good repayment records, public recognition events celebrating zero-delinquency groups and exemplary individual borrowers, and preferential access to new products including savings plans, insurance, and financial literacy training for good payers. Additionally, negative incentives should be strengthened through credit bureau reporting ensuring default information affected future credit access system-wide, immediate loss of group membership for persistent defaulters, and mandatory financial education for clients exiting delinquency. The balance between positive and negative incentives should favor positive reinforcement while maintaining credible consequences for willful default.

5.3 Enhancing Credit Risk Assessment Quality and Consistency

To leverage the significant influence of client assessment, Pride should standardize assessment procedures through comprehensive assessment manuals with sector-specific guidelines, mandatory assessment checklists requiring documentation before loan committee consideration, and quality assurance reviews where credit analysts randomly audited loan files for assessment completeness. Training programs should enhance loan officer skills in cash flow analysis, business evaluation, and character assessment. Crucially, institutional incentive structures should reward portfolio quality equally with disbursement volumes, removing pressure to compromise assessment rigor. Technology solutions including automated cash flow calculators and risk scoring models could enhance assessment quality while improving efficiency.

5.4 Expanding and Strengthening Group Lending Operations

Given superior repayment performance of group loans, Pride should strategically expand group lending while maintaining quality. This included developing comprehensive group formation guidelines emphasizing organic group composition rather than artificial arrangements, implementing systematic group training covering group dynamics,

mutual guarantee responsibilities, and conflict resolution, and establishing group strengthening programs through regular group meetings, business development training, and inter-group learning exchanges. Group size optimization research should identify ideal group sizes balancing peer pressure effectiveness with manageability. Progressive group lending should be enhanced, allowing successful groups to access larger individual loans while maintaining group guarantee, combining group lending's repayment advantages with individual lending's loan size potential.

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