

PERFORMANCE OF MANAGEMENT COMMITTEE OF COOPERATIVES IN TERTIARY INSTITUTIONS IN OYO STATE, NIGERIA

OYELEYE, Sunday S.
University of Ibadan

UMEBALI, Emmanuel E.
Nnamdi Azikiwe University, Awka

Abstract

Management committee has the same duties and responsibilities as board members of any other business. The committee is faced with such problems; as a poor governance, limited managerial skills, inadequate findings, limited access to investment credits, ineffective implementation of government policies, inadequate education etc. The objective of the paper is to determine the influence of the committee members managerial skills on cooperative performance, determine the influence of committee members leadership qualities on cooperative performance and to determine to effect of management challenges on cooperative performance. Methodologically, 312 were selected out of 1412 questionnaire, distributed, using Taro Yamene and Bowley's formula. Regression was used in the analysis. Result show that ages were 41-50 (50.6%) male 64%, HND/B.Sc 52.3%, married 72.8%, Islam 75.8%, leadership 6.10yrs. Assessment of the performance of cooperative on management activities showed that all the various variables were accepted. Six of the variables were significant (positive). In terms determining the leadership quality of committee members, five of them were significant. It was recommended that credible members and qualified and educated members should be mobilized activities to excel.

Introduction

Cooperative business is community- owned private enterprise that combine customers with owners and buyers with sellers in a democratic governance structure. Cooperative solves the general economic

problem of under or over population, business uncertainty and excessive costs. Cooperatives address market failure and fill gaps that other privatebusiness ignore; such as: provision of rural electricity or other utilities in sparsely populated areas, provision of affordable healthy and organic foods; and access to affordable credit and banking services, affordable housing, etc (Nembhard, 2014). Cooperatives are established and expected to protect weak members of society from oppression and exploitation. It helps to reduce or eliminate unnecessary profit of middlemen in economic arrangement of various societies. Cooperatives also create and maintain employment. Globally, cooperatives provide over 100 million jobs around the world, 20% more than multinational enterprises (Mwichabe, 2010; Anowor et al, 2022). Cooperative societies in the South-West of Nigeria such as Nigeria Police Cooperative Society, Seeders Hubs Multi –purpose C0-oprative society Limited, and Lagos State.University Teaching Hospital (LUTH) Cooperative multipurpose society Limited are particularly successful and are noted as examples of successful cooperatives in the state.

In spite of the above positive achievements in Nigeria, there are still in contentions that they are yet to contribute maximally to the socio-economic development of the country.

A vital organ of cooperative governance is the management committee. Like in other organization, co-operatives are expected to embrace continuous management techniques and achievements. This is a primary task saddled for the management committee of such organizations for the best interest of all. Management committee is the governing body of a cooperative society that is elected by the members, usually at the Annual Meeting (AGM). The committee is responsible for carrying out management and for organizing and managing its own work. It

has been argued that the operational effectiveness of cooperative organizations in Nigeria can be enhanced to stimulate job creation, boost their operation and various needs of members (Onodugo, Anowor and Ofoegbu, 2018).

The main objective of any management committee is to ensure effective and smooth running of the organization. These include the effective utilization of the organization's funds for stable running affairs. Likewise, the management committee has the mandate to run the society on behalf of members in accordance with guiding rules and principles (Agbarakwe and Anowor, 2018). This issue of corporate governance has become of increasing interest as it is considered to be one of the weakest areas in the industry (CSFI, 2008). Societies are said to be large and more complex, requiring specific knowledge and skills to make a range of specialized decisions. They noted that most individual cooperative managers are not likely to possess the required managerial / leadership skills and technical knowledge, thus mismanaging the affairs of the association. Unlike most cooperative organizations, cooperatives societies in tertiary institutions are sometimes rarely member-driven, indicating the need for greater cohesion between members and leaders (Karonakaran and Huka, 2018).

Members interest may be increasingly heterogeneous, rendering leading process become more difficult. It is against this background that this study evaluated the management committee on performance of cooperative societies in tertiary institutions in Oyo state, Nigeria.

Statement of the problem

Nigeria's cooperative sector is presently beset with problems that appears to have defied conventional solutions advanced by scholars and cooperative experts. Thus, cases of cooperative failures abound that demand urgent attention. Igbomereho, Dauda and Olabisi (2012), Anowor and Agbarakwe

(2018) posited these problems to include; poor governance to limited managerial skills, inadequate funding, limited access to investment credits, ineffective implementation of government policies, resistance to change, inadequate education in cooperative operations and limited marketing activities. In addition to the highlighted problems, the available human resource in the sector seems to be limited and thus lack the necessary adroitness and expertise that could make the societies vibrant and fit to face global problems. Over the years, it is not uncommon to see members of cooperatives in Nigeria aspiring for leadership position without any skill or competence for such position. More often than not, majority of them have the singular aim of what benefits might accrue to them as individuals of the executive members.

As effective Board of Directors or management committee is a key ingredient in a healthy and successful cooperative. When a Board is less effective, the problem is often traced to lack of qualified and experienced individuals: inadequate or ineffective nominating procedures; conflicts between Board and management; and absence of effective Board orientation and training (Wadsworth, 2000). Good corporate management has been recognized as vital pre-condition for sustainable organizational growth. While some cooperatives are very vibrant and sustainable, others are ailing and marred by maladministration or poor governance (Mwangu, Wanjere and Thuo, 2014). A key challenge for the operative Board or management committee is to have extremely well-defined purpose (Onodugo et al, 2013). The Board must be driven in the same direction. That purpose must encompass the Board's fiduciary responsibilities of care, diligence and loyalty. It must focus on perpetuating the success of the cooperative.

Governance problem can become crucial when there is excessive and improper manipulation of the regulations and granting

procedures by managerial committee. Cooperative members may actively seek election for the management Board or credit committee by promising loans to friends and supporters after being elected. Once elected as the new Board may provide supporters with preferential loan treatment by sidestepping the credit committee process (Odera, 2012). Governance problems occur because of the combination of the traditional borrower- dominated service structure (with its low interest rates, tax screening and collection standards, and consequent loan rationing) together with circumstances in which rules for decision making and control are not well defined and enforced.

Leadership and management in cooperative are challenging and difficult. It involves not only managing resources and business operations, as in other business, but also dealing with problems stemming from the cooperative characteristics. The cooperative's members are both owners and patrons; special relationships and problem arise concerning members and Board of Director's role and responsibilities. Mutua, Namuosnge (2013) observe that most cooperatives do not have good leadership; hence they often run their cooperatives in unconventional manner. This often leads to mismanagement, wasteful spending and even embezzlement of general funds. To be successful, a cooperative need to have dedicated and vibrant leaders. In other words, successful performance or failures of any cooperative society lie hugely on the leadership of the management. When there are well skilled and knowledge leaders, there exists good leadership. The reverse is most likely to be the case where the leaders lack any of these qualities not devoted to training, social participation for better skills (Anowor et al, 2023). Knowledge and application of such cooperative's values and cooperative principles by cooperative leaders and managers to cooperative activities is unconventional seen as a pre-requisite to achievement of cooperative objectives.

Above all, the reasons for cooperative failure in Nigeria, include: the shortage of trained managers, lack of understanding of the principle and approaches to cooperative and inability of cooperative member to cope with the modern methods and tools of production. Cooperatives are constrained by shortage of skilled personnel, inadequate financing, excessive government control and lack of trust among members.

Objectives of the study

The broad objective of this study is to assess the performance of management committee of cooperatives societies in tertiary institutions Oyo state, Nigeria.

Specifically, the study seeks to:

- i. study the socio-economic characteristics of the committee members.
- ii. determine the effect of socio-economic characteristics on the committee members' performance.
- iii. determine the committee members' knowledge application of cooperatives values and principles in business decisions on cooperative performance.

Literature review

Management committee / Hired management

County and O' donnell (2014) describe management committee as a group of people selected by place or work, authority or larger meetings to whom a matter is referred or is committed for attention, investigation, analysis or resolution. Additionally, county and O'donnell (2014) submitted that management committee (sometimes referred to Board of organization) is a body of people who have been given the powers and responsibilities by the members of the organization to manage the affairs of the organization. Management committee as enshrined in cooperative rules and the law refer to the "governing body of registered cooperative society to which the management

of its affairs is entrusted. As a committee, it is usually to refer to it as management committee, especially in a primary cooperative society. The number of people who served on management committee varies from cooperative but typically the number is between 6-10 people. The management works to safeguard the interest of cooperative members. They hire and supervise the manager and other qualified personnel to carry out the activities of the cooperative. They interpret the policies for the benefit of the members and take necessary steps to put them into effect. The committee prescribes how the cooperative has operate to carry out most effectively the expected wish of the members.

Indeed, the committee provides direction to the affairs of the business to ensure development and growth in product, market and positive financial result. Five functions are generally recognized- planning, organizing, coordinating, directing and controlling to fulfill this purpose. Hired cooperative managers, on the other hand, implement the cooperative business policies set by the management committee. Managers initiate and adopt short-range plans of the cooperatives, while the committee set the long-range goals for the business. Employee reports to the manager because the managers are in charge of carrying out day to day operations of the business. In turn, managers coordinate and controls daily business activities and employees (Park and Engeike, 2019). With some resources, the manager has the responsibility for organizing and operating in a way that will optimize the benefits members' desire. Resources are the manager's disposal, physical facilities, employee's and net worth of the business. Four functions are recognized for the management to meet this responsibility - planning, organizing, motivating, and controlling.

Thus, the management committee and the hired managers have roles within the same management function. They function as a

team to set to the same goals and objectives established for the business. To avoid conflict, it is imperative that they should:

1. know the differences in the role each plays
2. respect each other's different role.
3. recognize how the separate roles interact,
4. acknowledge how the same functions relate to separate groups in the cooperative structure, and
5. relate and accept each other's independent role and judgment in the same function.

A harmonious management team starts with well-defined and documented organizational charts. Members, employees, financiers, and holders of other contractual agreements with the cooperative are able to recognize the point of authority for decisions for business actions. Frequent and open communication between the board and the manager helps to resolve small problems before they become complex or a source of irritation.

The use of an executive committee from the board will reduce the time and complexity of solving problems and speed up the decision-making process (Onodugo, Nwonye, Anowor and Ofoegbu, 2019). Formal and written evaluation of a manager's performance on an annual or more frequent basis provides guidelines for making corrections or adjustments desired by the board. Written recommendations and agreed upon changes with target dates are desirable. Evaluation sessions also permit the manager to express views on Board operations and decisions in neutral settings.

Cooperative management is complex. It often involves managing the affairs of several unlike business under one structure. Adding to the complexity, the use-owner cooperatives business must satisfy the majority of the customers. All have different needs depending upon how they are interacting with the business.

Members: The owners of the cooperatives are the members of the cooperatives.

Cooperatives typically operate using a one-member, one-vote system where each member has one equal vote to make business decisions.

The level of engagement of members in cooperative governance varies widely. In some cooperative, members may remain at a distance, trusting and elected board of directors to create policy and hire management to carry out the daily business of the cooperatives. In other cooperatives, members may be highly engaged and attend meetings, serve on special communities, provide ongoing feedbacks to the board of directors.

Managers: Managers oversee cooperative operations. Managers oversee cooperative functions including; marketing, finance, and human resources etc. Managers work with employees, training and supervising their daily activities. Managers carry out the policy set by the board. They work closely with the board to ensure policy is effectively executed.

Board of Directors: Board of directors is elected by the cooperative membership. Potential members should be knowledgeable about the cooperative and active participation in the business. Industry, knowledge and expertise are preferred.

The board of directors is responsible for representing members, establishing the policies of the cooperatives, hiring and supervising management, acquiring and preserving assets, maintaining the cooperative character of the business, assessing cooperatives performance and keeping the members informed. Board officers typically include the; president, Vice President, Secretary and Treasurer.

Work force: The work force is the lifeblood of the cooperative. Employee, paid and volunteered, should be trained and empowered to carry daily business tasks.

Additionally, employee should have a clear understanding of what a cooperative is and what makes the model unique.

Methodology

Area of the study

Oyo state covers approximately an area of 28,454 square kilometers and ranked 14th by size. The landscape consists of old hard rocks and dome shaped hills, which rise gently from about 500 meters in the Southern part and reaching a height of about 1,200 meters above sea level in the Northern part. Some principal rivers such as Ogun, Oba, Oyan, Otin, Ofiki, Sasa, Oni, Erinle and Osun River originated in this highland. Oyo state contains a number of natural features including the old Oyo National Park.

The climate is equatorial, notably with dry and wet seasons with relatively high humidity. The dry season last from November to March while the wet season starts from April and end in October. Average daily temperature ranges between 25°C (77.0 °F) and 35°C (95.0 °F), almost throughout the year. It was formed in 1976 from Western state, and included Osun State, which was split off in 1991. Oyo state is homogeneous, mainly inhabited by the Yoruba ethnic group who are primarily agrarian but have a predilection for living in high-density urban centres. The indigenes mainly comprise the Oyos, the Oke –Oguns, the Ibadans and the Ibarapas, all belonging to the Yoruba family and indigenous city in Africa. Ibadan had been the centre of administration of the Western Region since the days of colonial rule.

The first degree awarding institution in Nigeria is the University of Ibadan (established as a college of the University of London when it was founded in 1948, and later converted into an autonomous university in 1962). The other universities in the state are: Lead City University, Ibadan, Ajayi Crowther University, Oyo, Koladaisi University, Dominican University, Ibadan,

Dominion University and Ladoke Akintola University of Technology, Ogbomoso. The polytechnic, Ibadan, Oyo state college of Agriculture and Technology Igbo Ora, Adeseun Ogundoyin polytechnic Eruwa are located in Oyo state. There are 324 secondary schools and 1,576 public primary schools in the states. Other noteworthy institutions in the city include the University College Hospital, Ibadan; the first teaching hospital in Nigeria and the international institute of Tropical Agriculture (IITA). Cocoa House, located in Ibadan, was the first skyscraper built in Africa. The state is home to NTA Ibadan, the first television station in Africa, and the Obafemi Awolowo (formerly, Liberty) stadium, a stadium with a capacity of 35,000. (Wikipedia, 2022).

Population of the study

The population of this study is one thousand, four hundred and twelve (1,412) registered cooperative members of tertiary institutions in Oyo State. This was generated from data provided by the various cooperative societies. The population distribution is shown in Table .1

Table 1: Cooperatives in Oyo Tertiary Institutions and their membership
S/n Cooperative Societies

	Members	No. Selected
1. FRIN Coop Investment and Credit Society Ltd. Oyo state	263	58
2. Central admin Investment / credit Cooperative Society Ltd.	102	23
3. Trust Multipurpose Cooperative society Ltd	99	22
4. College of Environment Studies Investment and Credit Cooperatives Society Ltd	88	19
5. College of Admin Studies and Social Science Investment Cooperative Society Ltd	114	25

6. First Technical University Cooperative Social Ltd. Oyo State	160	35
7. LadokeAkintola University Cooperative Society, Ogbomoso, Oyo State	103	23
8. MoshoodAbiola Polytechnic Staff Cooperative Society	100	22
9. University College Hospital Thrift and Credit Society, Ibadan, Oyo State	108	24
10. Redeemers College of Management Science Staff Investment Cooperative Society	104	23
11. Crescent University Staff Cooperative Society	96	21
12. School of Nursing (SON) Staff Thrift Cooperative	75	17
TOTAL		1,412

312

Source: Oyo State Register of Cooperative Societies (2018)

Sample Size Determination

The sample for this study is three hundred and twelve (312) cooperative members from the Tertiary Institution in Oyo State. This was statistically determined from the population of study using Taro Yamane formula (1967) which is stated thus:

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

Where; n = Sample size
N = Population

Error of sample $(0.05)^2$ $e =$ population $n =$ total

I=Unity or Constant

Therefore;

$$n = \frac{1412}{1+1412(0.0025)^2}$$

$$n = \frac{1412}{1+1412(0.0025)}$$

$$n = \frac{1412}{1+3.53}$$

$$n = \frac{1412}{4.53}$$

$$n = 31$$

$$2$$

Sampling procedure

In the distribution of sample, the Bowley's proportional allocation formula was used.

The distribution is as shown below:

$$\frac{nNh}{N}$$

where; $n =$ Total sample size

$Nh =$ Number of items in each stratum of the population

$nh =$ unit of stratum to be calculated

Methods of Data Analysis

Descriptive statistics such as frequency count, percentages, means scores and standard deviation were used in analyzing study objectives. In doing this, a likert scale was set as thus:

$$5 + 4 + 3 + 2 + 1 = \frac{15}{5} = 3.05$$

On the other hand, study hypotheses were tested using Multiple Regression Analysis through the aid of SPSS version 22. The estimation involved the classical linear regression technique using the Ordinary Least Square (OLS) approach. The implicit form is as below:

$$CPM = f(X_7, X_8, X_9, X_{10}, X_{11}, X_{12}, X_{13}, X_{14}, X_{15}, X_{16}, X_{17}, X_{18}) \text{Implicit}$$

$$(X_{19}, X_{20}, X_{21}, X_{22}, X_{23}, X_{24}, X_{25}, X_{26}, X_{27}, X_{28})$$

CPM = Cooperative performance (mean rating through Likert scale)

The explicit specifications are as below

$$CPM = \alpha + B_7X_7 + B_8X_8 + B_9X_9 + B_{10}X_{10} + B_{11}X_{11} + B_{12}X_{12} + B_{13}X_{13} + B_{14}X_{14} + B_{15}X_{15} + B_{16}X_{16} + B_{17}X_{17} + B_{18}X_{18} + e$$

Where α is the intercept Y is the dependent variable, X is the independent variables. That is, the value of independent variable in each of the equations is predicted to have when all the independent variables are equal to zero. B_1 to B_{48} are the coefficients or multipliers that describe the size of the effect the independent variables are having on the dependent variables ; and e denotes the error

terms. All calculations and estimates were obtained through the use of version 21 of the SPSS package.

Decision Rule:

1. any mean score from 3.05 and above was adjudged acceptance and anyone below 3.0 was rejected.
2. regression is significant @ 1% level. What this meant was that when F-ratio was significant at 1% level, reject the null hypothesis and accept the alternate.

Data Analysis

Three hundred and twelve (312) copies of questionnaires were administered.

Socio-Economic Characteristics of Committee Members

The socio-economic data of the respondents such as age, gender, educational qualification, marital status, and religion and leadership experience are presented and analyzed on Table on able 0.2:

Table 2: Distribution of socio-Economic characteristics of the Respondents (n-298)

Varies	Frequency	Percentage%
Age (Yrs.)		
19-29	13	4.3
30-40	46	15.4
41-50	151	50.6
Above 50	88	29.5
Gender		
Male	193	64.7
Female	105	35.2
Educational		

Qualification

FSLC	5.3	16
WASC/GCE	13.7	41
OND/NCE	24.1	72
HND/B.S.c.	52.3	156
M.S.c/Ph.D.	4.3	13
Others	-	-

Marital Status

Single	27.1	81
Married	72.8	217

Religion

Islam	75.8	226
Christianity	21.1	63
Others	3.0	9

Leadership Experience

(Yrs.)		
Less than 5yrs	30.8	92
6-10	56.0	167
11-15	10.4	31
16yrs & Above	2.6	8

Source: Field Survey, 2022

Table.2 presents the socio-demographic characteristics of the respondents, such as age, gender, educational qualification, marital status, religion and leadership experience. The average age of majority of the respondents 151 (50.6%) is 46. This is an indication that the respondents were adult and matured. Again, gender of about 65% of the respondents which make up the majority is

male and the rest 105 (35.2%) are females. The educational qualification of the majority 156 (52.3%) of the respondents is HND/B.S.c. The other category of 72 (24.1%) had OND/B.S.c.and 41 (13.7%) obtained WASC/DCE. In addition to this, 16 (5.3%) acquired FLSC and 13 (4.3%) had postgraduate degrees. This suggests that majority of the respondents are educated and can read and write. Furthermore, about 217 (72.8%) of the respondents were married. That is, they are either presently married or once married. The remaining 81 (27.1%) are not married, implying that the members are mostly unmarried. Amongst the respondents, the majority 226 (75.8%) were Muslims and 63 (21.1%) were Christians.

Interestingly, a little fraction of 9 (3.0%) of the respondents practice other forms of religion, like the Traditional Africa religion. Lastly, the average leadership experience was found to be 7-years. Indeed, it should also be emphasized here that all the respondents had at one time or the other serve as an officer in a cooperative.

Performance of Cooperatives business

The level of performance of cooperative in the area is the extent which their members perceive them as having addressed their needs and other organizational issues.

Table 3: Assessment of the Performance of Cooperative

S/N Management Activities

	Mean	Std. Dev.	Remarks
1. Members' needs for households are	3.91	1.07893	Accepted Promptly addressed.
2. Personal loans to members are given a	3.92	1.07893	Accepted
Priority			

3. Loan recovery rate in the cooperative is	3.69	1.28080	Accepted
high			
4. Regular annual general meetings are	3.57	1.07176	Accepted
Constantly held			
5. Emergency general and other meetings	3.87	1.07176	Accepted
are held as the need arises.			
6. Members are given loans to build their	4.10	.97057	Accepted
own houses or buy cars			
7. Contingency loans and other supports			
	3.71		
	1.19870		Accepted
are given to members when needed			
8. Patronage dividends are regularly paid			
	3.25		
	1.39337		Accepted
members			
9. Leadership training and educational			
	3.76		
	1.18779		Accepted
Programmes are regularly organized			
10. Incidence of embezzlement by leaders			
	3.66		
	.96477		Accepted
is minimal			
Grand mean			

3.744

Accepted

Source: Field Survey, 2022

Table 4 shows indicators of cooperative performance as given by the respondents from cooperative societies in the tertiary institutions in Oyo state. The result shows that all the indicators had mean rating of more than 3.0. Indeed, the members' need for household goods are promptly addressed; personal loans to members are given a priority ; loan recovery rate in the cooperative is high; regular annual general meetings are consistently held; emergency general and other meetings are held as the need arises; members are given loans to build their own houses and buy cars; contingency loans and other supports are given to members when needed; patronage dividends are regularly paid to members; leadership training and educational programmes are regularly organized; and incidence of embezzlement by leaders is minimal. It is also to be noted that grant mean of the response, 3.492, was equally above the acceptance threshold of 3.0. The implication of the above responses is that the cooperative in tertiary institution in Oyo state have performed very well in meeting their organizational objectives.

Committee Member's Knowledge of Cooperative Values and Principles

The respondent's submission to the question of knowledge of cooperative values and principles and their application to business of cooperative are presented in

Table 4

Table 4; Assessment of Committee Member's Knowledge Application of Cooperative Values and Principles of Business decisions

S/N	Management Activities	Mean	Std. Dev.	Remark
	Values			

1. Self-help: members help each other whilst 3.97 1.17176
Accepted
helping themselves
2. Self-responsibility: members act 4.04 1.13041
Accepted
responsibly and play a full part in the organization
3. Democracy: cooperative is structured so 3.32 1.08831
Accepted
that members have control over the organization
4. Equality: members have equal rights and 3.40 1.28404 Accepted
benefits
5. Solidarity: members support each other 3.62 .97426
Accepted
and other co-operatives

Principles

6. Voluntary and Open Membership 3.58 .99871 Accepted
7. Democratic Member Control 4.10 1.13105
Accepted
8. Member Economic Participation 3.41 1.181213
Accepted
9. Autonomy and Independence 4.64 1.3371 Accepted
10. Education, Training and Information 3.37 1.2.1149
Accepted
11. Co-operation among Co-operatives 4.11 1.09004
Accepted
12. Concern for community 3.96 1.12006
Accepted

Grand Mean.
3.785
Accepted

Source: Field Survey, 2022

Information in Table 4 shows that the respondents are convinced of the knowledge application of cooperative values and cooperative principles in their business decisions. This was affirmed by the above average mean rating of at least 3.3289. each of the cooperative values like self-help, self-responsibility, democracy, and solidarity; and the cooperative principles, including voluntary and open membership, member economic participation; democratic member control; autonomy and independence; education, training and information; cooperation among co-operative; and concern for community had mean rating of above 3.0.

Analysis of Management Committee Influence of Cooperative Performance

Socio-Economic Characteristics that Influence Committee Member Performance (Test of Hypothesis One).

The regression result of the hypothesis is presented in Table 5;

H₀₁: Committee member's socioeconomic characteristics cooperative do not have significant influence of cooperative performance.

H₀₁: Committee member's socioeconomic characteristics cooperative have significant influence on cooperative performance

Table 5: Regression Result of Hypothesis One

	Coeff.	t-value	Sig.
Constant	493.133	2.475	0.000
X ₁ Age	-1.522	0.612	-0.146
X ₂ Gender	-2.534	-0.489	0.204
X ₃ Educational Qualification	0.000	13.621	4.564
X ₄ Marital Status	-0.083	0.317	-1904
X ₅ Religion	-4.780	-3.172	0.584
X ₆ Leadership Experience (Yrs.)	0.003	28.789	2.432
R ²		0.813	

Adj. R²
 0.710
 F
 16.426

Source Field Survey, 2022

Significant at 5% level

Predictors; (Constant), socio-economic characteristics

Dependent variable: Cooperative performance

It is seen from Table 5 that the R² was estimated at 0.813 which means that about 81% of the variation in cooperative performance were explained by the explanatory variables included in the model. The F ratio of 16.426 was significant at 1% level.

However, four of the six socio-economic characteristics (age, gender, marital status and relation) had inverse relationship with cooperative performance, while only two variables (educational qualification and leadership experience) had direct relation with cooperative performance. Also, it is only educational qualification and leadership experience at the 1% level.

Decision: the regression result showed that F ratio of 16.426 was significant at 1% levels. Therefore, reject the null hypothesis one and conclude that socio-economic characteristics of farmers have significant influence and cooperative performance.

Effect of Committee Members Knowledge and Application of Cooperative Values and Principles and Business Decisions on Cooperative Performance (Test of Hypothesis Two). The regression result of the hypothesis is presented in Table 6:

H₀₂: Cooperative performance is not influence by committee member's knowledge and application of cooperative values and principles in business decisions.

H_{a2}: Cooperative performance is influenced by committee member's knowledge and application of cooperative values and principles in business decisions.

Table 6: Regression Result of Hypothesis Two

	Coeff.	t-value	Sig.
Constant	4.504	10.808	.000
X ₇ Self-help	.154	1.545	
X ₈ self-responsibility	.034	1.052	.294
X ₉ Democracy	.222	-.342	.007
X ₁₀ Equality	-.016	-.342	
X ₁₁ Solidarity	.156	1.944	.053
X ₁₂ Voluntary and Open Membership	.101	2.180	.030
X ₁₃ Democratic Member Control	.051	.736	.462
X ₁₄ Member Economic Participation	.047	.785	.433
X ₁₅ Autonomy and Independence	.469	5.670	.000
X ₁₆ Education, Training and information	.004	.092	.926
X ₁₇ Co-operation among Co-operatives	.018	.477	.634
X ₁₈ Concern for Community	.138	3.154	.002
R ²			0.423
Adj. R ²		0.399	
F			0.399
N			17.414**

Source: Field survey, 2022

*Significant at 1% level

Predictors: (Constant), influencing factors

Dependent variable: Cooperative performance

The regression result of the influence of committee member's knowledge and application of cooperatives and principles in business decision on cooperative performance are presented in Table 6. The table reveals among the regressed factors, that among the cooperative values, democracy and solidarity were found to be significant determinants of cooperative performance; while among the cooperative principles, voluntary and open membership; autonomy and independence; and concern for community were significant predictors of cooperative performance. This means the committee members knowledge and application of these values and principles in business decisions were critical factors that propel cooperative performance. The R² of .423 indicates that more than 43% of variation in cooperative performance were influenced by cooperative values and principles in the model.

Decision: The F ratio estimated at 17.414 was significant at 1% level. Based on this the null hypothesis number two is rejected and the alternate is accepted. The author therefore, conclude that cooperative performance is influenced by committee members' knowledge, application of cooperative values and principles in business decision.

Unstable government policies and actions; lack of transparency between management committee and members; members sometimes do not support the management committee in their business decisions; and embezzlement of leaders is sometimes critical

The R² and Adjusted R² values of .238 and .212 respectively indicate that more than 21% of the variation in cooperative performance were accounted for the problem as indicated.

Decision: The F statistics was estimated at 9.988 and was also found to be significant at

the 1% level, there then exist convincing evidence to reject the null stated hypothesis accepted the alternative. Based on these, the null hypothesis was rejected and the alternate accepted. The study, therefore, conclude the cooperatives performance is significantly affected by management committee's problems.

Socio-Economic Characteristics of Respondents

This study found that average age of the respondents is 46-years. This suggests that the respondents are adult and matured. The males are found to be the dominant gender of the respondents, implying that males are more than the females in the cooperative societies, The highest educational qualification of majority of the respondents is HND/B.Sc. This suggests that a reasonable number of the respondents were educated and can read and write. Furthermore, the highest percentage of the respondents was ever married, implying that they are married and have much responsibility.

The findings also revealed that average leadership experience was found to be 7-years. This indicates that the management committee members are still new in managerial affairs, considering the fact that they never acquired up to 10-years experience.

Performance of the Cooperatives

Evidence from the study indicated that the respondents, on the average opined that the cooperatives in the tertiary institutions in Oyo State have performed creditably. Their opinion was based on the fact that, among others, the cooperatives promptly attends to members needs for household goods, granting of personal loans to members as a priority; loan recovery in the cooperative is high, regular annual general meetings are constantly held, emergency general and other meetings are held as the need arises, members are given loans to build their own houses and buy cars, contingency loans and other

supports are given to members when needed; patronage dividends are regularly paid to members; leadership training and educational programmes are regularly organized, and incidence of embezzlement by leaders is minimal. The implication of these assertions by the respondents is that cooperatives in tertiary institutions in Oyo State have achieved their established organizational goals.

Effect of Socio-Economic Characteristics of Committee Members on Cooperative Performance

Hypothesis one examined the effect of socio-economic characteristics of the members on cooperative performance. It is seen that the R^2 was estimate 0.815 suggested that 81% of the variations in cooperative performance were explained by the explanatory variables in the model. Also the F ratio of 16.426 was found to be significant at 1% level. Thus, it was concluded that socio-economic characteristics of the farmers had significant influence on cooperative performance.

Effect of Committee Members Knowledge Application of Cooperative Values and Principles in Business Decisions on Cooperative Performance

The regression result of the effect of committee members knowledge and application of cooperative values and principles in business decisions on cooperative performance revealed among others cooperative values such as democracy and solidarity and cooperative principles of voluntary and open membership, autonomy and independence, and concern for Community respectively were significant determinants of cooperative performance, The R^2 of .423 suggested that more than 42% of variations in cooperative performance were influenced by cooperative values and principles in the model. The F ratio estimated at 17.414 was significant at 196 level Based on this, it was concluded that cooperative performance was influenced by committee members knowledge and application of

cooperative values and principles in business decisions.

Summary of Findings

The summary of major findings for this study revealed that

- ❖ The outcome of the research showed that committee members socio-economic characteristics have significant effect of cooperative performance (F ratio of 16.426 was significant @ 1% level).
- ❖ The research outcome also showed that Cooperative performance was affected by committee member's knowledge application of cooperative values and principles in business decisions (F ratio of 17.414 was significant @1% level).

Conclusion

Leadership and management in cooperative are challenging and difficult to carry out. It involves not only managing resources and business operations, as in other business, but also dealing with members.

This is because cooperative customers are also the owners. Cooperative performance is dependent on how management committee is able to strategize. The management commitment must possess the ability and capability that are needed to manage and to ensure member expectations are achieved. The study sought to determine the influence of management committee on cooperative performance in tertiary institutions in Oyo State, Nigeria.

Outcome of the study suggested that socio-economic characteristic of committee members, their knowledge and application of cooperative values and principles on business decisions were critical to cooperative performance. It was also found that management skills and leadership quality of the committee members and level of management.

Recommendations

The following recommendation were made

- ❖ Election of credible persons into leadership positions in management committee is critical to cooperative performance. Hence the general meeting has to ensure that educational qualification and leadership experience should be upheld as requirements for vital positions. It is important that persons to be elected into committee membership should be driven, not by ambition or authority, but by the desire to serve.
- ❖ Going by antecedents of cooperative as a veritable tool for mobilizing qualified and capable hands among the cooperative membership, it stands to reason that more could be achieved if such members with verifiable managerial skills are identified and brought into the management committees, for the task of improving the capacity of cooperative to offer needed services to members
- ❖ A Continuous education of members and committee members on cooperative values and principles by the various cooperative societies is highly suggested. This recommendation is based on the premise that an adequate understanding of the cooperative belief systems that are encompassed in cooperative values and principles will enhance commitment and participation in cooperative activities. Clearly, basic cooperative values and principles are general norms that cooperatives, cooperative leaders and cooperative staff will share, and which determine their way of thinking and acting with increased member commitment and participation.

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