Oyeleye, Sunday S; Umebali, Emmanuel E. (2023)
Effect of Management Committee on the Performance of Cooperatives in Tertiary Institutions in Oyo State, Nigeria
GOUni Journal of Faculty of Management and Social Sciences (11/1) 265-280
ISSN: 2550-7265

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

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Abstract
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 a stable running of her affairs. Likewise, the management committee has the mandate to run the society on behalf of members in accordance with guiding rules and principles. They are society's servant and not member's master. They are also expected to work according to the bye-laws of the society. 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 affect by committee member's knowledge application of cooperative values and principles in business decisions (F ratio of 17.414 was significant @1% level). 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.

Introduction
Management Committee or Board of Directors of a cooperative has the same duties and responsibilities as Board members of any other business. In addition, they have a few other responsibilities that are unique to Cooperative Board members. They are responsible for governing their cooperatives by acting in concert as a board to set policy, oversee operations and make top-level directional decisions affecting the welfare of the cooperative and its members. They exercise general supervision and control over the business and affairs of the cooperative. The specifics are usually established in the organizational by laws. Each Director's understanding of, and ability in his/her role in the governance process the effectiveness of their achievements (Wadsworth, 2000; Anowor, Uwakwe and Chikwendu, 2019).

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 a stable running of her affairs (Anowor et al, 2023). Likewise, the management committee has the mandate to run the society on behalf of members in accordance with guiding rules and principles. They are society's servant and not member's master. They are also expected to work according to the bye-laws of the society. It is also their responsibility to ensure effective and efficient utilization of the society's funds which is one of the most important parts of the society (Ochinanwata et al, 2020). There are instances where cooperatives societies have not met their member's need due to the inability to properly utilize available funds. In some cases, because of the mismanagement of the cooperative funds, it has led to the liquidation of some cooperatives society. Again, Vaarghese (2004) noted that this has as well led to poor achievements of most cooperatives societies in tertiary institutions. The higher or tertiary education agenda is far broader than ever before, placing greater responsibilities and choices on the leaders in this arena (Newby, 2013). It plays crucial role in terms of the knowledge and information it brings in promoting social progress and values, especially in cooperatives. Tertiary educational institution is widely accepted in Nigeria as a form of investment in human capita development that yields economic benefits and contributes significantly to the nation's future wealth and development by increasing the productive and consumptive capacity of the citizens (Anowor, Ichoku and Onodugo, 2020; Onodugo, Kalu and Anowor, 2013; Yusuf & Afolabi, 2014)

Good governance improves the performance of a cooperative and helps to sustain its long-term survival (Thompson, 2008). This is as the principal challenge facing cooperatives is that of establishing proper governance system (Branch & Baker, 1998 cited in Odera, 2012). The 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). In a study of Branch & Baker in Odera (2012), SACCO cooperative is said to be larger and more complex, requiring specific knowledge and skills to make a range of specialized decision. They note4d that most individual cooperatives 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 (Karunakaran & Huka, 2018). Member's interests may be increasingly hetorogenous, rendering leading process to become more difficult (Fulton & Gibbings, 2001). 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

The cooperative sector in Nigeria is presently beset with problems and challenges 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) posit these include; poor governance to limited managerial skills, inadequate findings, limited access to investment credits, ineffective implementation of government policies, resistant 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 underdeveloped and thus lack the necessary adroitness and expertise that could make the societies vibrant and fit to face global challenges. Over the years, it is not uncommon to see members of Cooperatives in Nigeria aspiring to leadership position without any skill or competence for such post. More often than not, majority of them have the singular aim of what benefits might accrue to them as on 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 married by maladministration or poor governance (Mwangu, Wanjere &Thuo, 2014; Anowor, Ukwueni and Ezekwem, 2013; Onodugo, Ikpe and Anowor, 2013). A key challenge for the cooperative Board or Management Committee is to have extremely well-de fined purpose. The Board must be driven and it must be driven in the same direction. That purpose must encompass the

Board's fiduciary responsibilities of care, diligence and loyalty. It must also include a linkage to member owners. Above all, it must focus on perpetuating the success of the cooperative.

Governance problems 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 the election. 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 businesses, but also dealing with problems stemming from the cooperative's distinctive characteristics. The cooperative's members are both owners and patrons, special relationships and problems arise concerning members and Board of Director's role and responsibilities. Over all, the leadership role embodies four functions-planning, organizing, motivating, and controlling. Planning is used to determine a policy and the procedures for putting it into effect. It must be consistent with cooperative principles and the cooperatives objectives. Organizing is a bridge connecting the planned objectives to specific projects for accomplishing these objectives. Again, 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 needs to have dedicated and vibrant leaders. In other words, successful performance or failure of any cooperative society lie hugely on the leadership of the management. When there are well skilled and knowledgeable 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. Knowledge and application of such cooperatives values and cooperative principles by cooperative leaders and managers to cooperatives activities is unconventional seen as a pre-requisite to achievement of cooperative objectives.

Cooperative leaders and indeed the entire cooperative membership must understand the nature of cooperative structure; functions and member commitment as prelude to taking up responsibilities in the cooperatives. Hence, researchers have always advocated an encompassing acquisition of new skills, enhancement of self-management skills and improved job performance to participation in leadership training.

However, this usually brings rift among members and even often against the management. When there is a lingered altercation, cither among members or against leadership, there appears to being effective sanction or control mechanisms for bringing cooperation or normalcy. It is in view of the aforementioned issues that this study evaluated the of management Committee on performance of cooperative societies in Tertiary institutions in Oyo state, Nigeria.

Cooperative Management

Management of a cooperative business is a collaborative effort between members, the Board of Directories or Management Committee, managers and employee (Kelsay, 2020). Each group has distinct duties and responsibilities.

Members: the owners of the cooperatives are the members of the cooperatives. Cooperatives typically operates using a one-member, one-vote system where each members has one equal vote to are business decisions.

The level of engagement of members in cooperative governance caries 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, and provide ongoing feedbacks to the broad of directors.

Managers: Managers oversea cooperative operations. Managers lead cooperative

functions including marketing, finance, and human resources. Managers work with employees, training and supervising 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 directories are elected by the cooperatives membership. Potential members should be knowledgeable about the cooperative and active participants in the business. Industry, knowledge and expertise are preferred. The board of directories 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 members informed. Board officers typically Include the president, vice president, secretary and the treasure.

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.

However, an in-spite of earlier contention, USDA (2005), insist that the cooperatives, The management team consist of two distinct entities – The Management Committee elected by the members and the professional business manager hired by the management committee. Working in concert, both have the same over all objectives but each as separate and divisible functions. Conflicts within the management team arises when either doesn't know or face to recognize the division of functions.

The management functions of elected management committee and hired management may appear similar, but because of different levels of authority and responsibility, the management committee and manager have different activities and roles for the same function. The management functions of committee members are often defined as planning, organizing, directing, coordinating and controlling (PODCC), The functions of hired management may be identified as planning, organizing, motivating and controlling (POMC) (USDA, 2005).

Management Committee/ Hired management

County and O'donnell (2014) describes 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) submit 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 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 to 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 to 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 initiates and adopts shot-range plans of the cooperatives, while the committee set the long-range goals for the business. Employee's report to the manager because the c n managers are in charge of carrying out e everyday operations of the business. In turn, managers coordinate and controls daily business activities and employees (Park and Engelke, 2019). With some resources, the manager has the responsibility or organizing and operating the cooperative in a way that will optimize the benefits members' desire. Resources are the manager's capabilities, physical facilities, employee's and net worth of the business. Four functions are recognized for the management to meet this responsibility – planning, organization, motivating and controlling.

Thus, the management committee and the hired managers have roles within the same management function. They function as a team to reach 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 function relates 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. Formal and written evaluations of a manager's performance on an annual or more frequent basis provide 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 a neutral setting.

Cooperative management is complex. It often involves managing the affairs of several unlike businesses under one structure. Adding to the complexity, the user-owner cooperatives business must satisfy the majority of the customers. All have different needs depending upon how they are interacting with the business. This is not a small or easy task in any management arena.

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^{o}C (77.0 ^{0}F) and 35^{0}C (95.0 ^{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, theOke –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, KoladaisiUniversity, Dominican University, Ibadan, Dominion University and LadokeAkintola University of Technology, Ogbomoso. The polytechnic,Ibadan, Oyo state college of Agriculture and Technology Igbo Ora, AdeseunOgundoyin polytechnic Eruwa are located in Oyo state. There are 324 secondary schools and 1,576 public primary schools in t he state. 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 CooperativesSociety Ltd	88	19
5.	College of Admin Studies and Social Science Investment Cooperative SocietyLtd	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 CooperativeSociety	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

e = Error of sample $(0.05)^2$

I=Unity or Constant

Therefore;

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

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

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

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

$$n = 312$$

Sampling procedure

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

The distribution is as shown below;

$$nh = \frac{nNh}{N}$$

where; n = Total sample size

Nh= Numberof items in each stratum of the population

nh= unit of stratum to be calculated

n= total population

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 throughthe aid of SPSS version 22. The estimation involved the classical linear regression technique using the Ordinary Least Square (OLS) approach. The implicit form is a below:

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

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

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 Yis 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	16	5.3
WASC/GCE	41	13.7
OND/NCE	72	24.1
HND/B.S.c.	156	52.3
M.S.c/Ph.D.	13	4.3
Others	-	-
Marital Status		
Single	81	27.1
Married	217	72.8
Religion		
Islam	226	75.8
Christianity	63	21.1
Others	9	3.0
Leadership Experience (Yrs.)		

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

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.and41 (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)

Table 3: Assessment of the Performance of Cooperative

S/N	Management Activities	Mean	Std. Dev.	Remarks
1.	Members' needs for households are Promptly addressed.	3.91	1.07893	Accepted
2.	Personal loans to members are given a Priority	3.92	1.07893	Accepted
3.	Loan recovery rate in the cooperative is high	3.69	1.28080	Accepted
4.	Regular annual general meetings are Constantly held	3.57	1.07176	Accepted
5.	Emergency general and other meetings are held as the need arises.	3.87	1.07176	Accepted
6.	Members are given loans to build their own houses or buy cars	4.10	.97057	Accepted
7.	Contingency loans and other supports are given to members when needed	3.71	1.19870	Accepted
8.	Patronage dividends are regularly paid members	3.25	1.39337	Accepted
9.	Leadership training and educational Programmes are regularly organized	3.76	1.18779	Accepted
10.	Incidence of embezzlement by leaders is minimal	3.66	.96477	Accepted
	Grand mean	3.744		

Accepted

Source; Field Survey, 2022

Table 3 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 institutions in Oyo state have performed very well in meeting their organizational objectives.

Influence of Committee Member's Management Skills on Cooperative Performance (Test of Hypothesis one). The regression result of the hypothesis is presented in Table 4

H_{01}: Cooperatives performance is not significantly influenced by committee member's management skills.

H_{a1}: Cooperatives performance is significantly influenced by committee member's management skills.

Table 4: Regression Result of Hypothesis one

	Coeff	**t-value**	**sign**
Constant	824.112	7.471	0.000
X_{19} Setting Strategic direction that guide activities	1.453	3.243*	0.019
X_{20} Accountability of cooperative human and material Resources	-1.012	-0.782	0.430
X_{21} Supervision/control of businesses/affairs of the cooperative	-7.411	1.031	0.126
X_{22} Conduction periodic elections	32.017	04.04*	0.000
X_{23} Technical skills in production and disposal of services	.062	5.128*	0.003
X_{24} Planning and motivation employed staff	2.440	1.343*	0.000
X_{25} Engaging of qualified persons in service delivery	-0.984	-1.916	0.310
X_{26} Encourages execution of new projects	74.036	56.502*	0.001
X_{27} Dissemination information on the association's programs	03.284	32.113*	0.000
X28 Astute commitment in revenue generation	06.152	1.702	0.000
R2	0.693		
Adj. R2	0.727		
F	18.983*		
N	298		

Source: Field survey, 2020

*Significant at 5% level

Dependent variable: performance

Table 4 shows regression analysis of hypothesis three on the significance of the influence of committee member's management skills on performance of cooperative in tertiary institutions in Oyo State. The R^2 (.693) indicates that 69% of the variations in performance of the cooperative societies are caused by activities of the management committee. The significant variables were seven and include settings strategic direction that guide activities, conducting periodic elections, planning and motivation employed staff, technical skills in production and disposal of goods and services, encouraging execution of new project, dissemination information on the association's programs and astute commitment in revenue generation.

Decision: since the F-cal was 18.983 and was also significant at the conventional 5% level, there then exists convincing evidence to reject the null stated hypothesis and accept the alternative. This means that activities of management committee significantly impact on performance of cooperatives in tertiary institutions in Oyo state.

Influence of Committee Members Leadership Qualities on Cooperative Performance (Test of Hypothesis two). The regression result of the hypothesis is presented in Table 5

H_{02}: Cooperatives performance is not significantly influenced by leadership qualities of committee members.

H_{a2}: Cooperative performance is significantly influenced by leadership qualities of committee members.

Table 4: Regression Result of Hypothesis two

	Coeff	**t-value**	**sign**
Constant	314.225	12.704	0.001
X_{29} Ability to hear fully what others are saying	-1.343	-0.211	0.712
X_{30} Ability to hear critical feedback accurately and with minimal reactivity or defensiveness	41.162	2.639*	0.013
X_{31} Ability to respond with openness and curiosity when people disagree and good at bridging divergent viewpoint.	3.917	1.082*	0.004
X_{32} Is good at bridging divergent view points	26.041	2.196**	0.000
X_{33} Knows the weakness of the led and reports Authentically on their emotional state	-3.526	-2.523	0.518
X_{34} Models interest in learning	-0.214	-0.049	0.302
X_{35} Fosters an environment of sharing the state with others and appreciation the contributions of others	-1.645	-2.834	0.106
X_{36} Discipline to commitments `	-2.883	-0.037	0.410
X_{37} Functions well in chaos, and when the stakes are high	51.502	3.328*	0.005
X_{28} Can follow as a well as lead, and willing to cheerfully do their share of demanding work.	24.117	12.093*	0.021
R2	0.804		
Adj. R2			0.716
F	23.143		
N	298		

Source: Field survey, 2020

*Significant at 5% level

Predictors: (Constant), influencing factors

Dependent variable: leadership

The regression result of the influence of leadership qualities of committee members on cooperative performance are presented in Table 4. The table reveals among the regressed factors, ability to hear critical feedback accurately and with minimal reactivity or defensiveness, ability to respond with openness and curiosity when people disagree and good at bridging divergent viewpoints, is good at bridging divergent viewpoints, functions well in chaos, and when the stakes are high.

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 tor 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 affect 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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