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Influence of Management Committee on Performance of Cooperative Societies in Tertiary Institutions in Kaduna State, Nigeria

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ABSTRACT

The lack of clear rules and efficient management characterized the administration of many cooperatives, thereby making their efforts less productive. This study examined the influence of management committees on the performance of cooperatives in tertiary institutions in Kaduna state, Nigeria. Survey design was adopted and a sample size of 312 was generated out of 1,412 population of the study. Questionnaire was the major instrument used in data collection. Data were presented and discussed using descriptive statistics, frequencies and percentages; while the hypothesis was tested using Regression Analysis at a 5% level. The outcome of the study suggested that the socio-economic characteristic of committee members is critical to cooperative performance. In conclusion, therefore, the anticipated relations and path-like effects of identified variables influence performance suggest opportunities to address issues that could retard cooperative performance. The study recommended among others that cooperatives should ensure that persons to be elected into committee membership should be driven, not by ambition or authority, but by the desire to be in service to the management committee, the cooperative, and the community.

KEYWORDS: *Management Committee, Cooperative Performance, Cooperative Societies, Tertiary Institutions, Socioeconomic Characteristics and Kaduna State Nigeria*

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1. INTRODUCTION

Cooperative businesses are community-owned private enterprises that combine consumers with owners, and buyers with sellers in a democratic governance structure. Cooperatives solve the general economic problem of under or over production, business uncertainty, and excessive costs. They address market failure and fill gaps that other private businesses ignore; such as the 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, to affordable housing, to the quality affordable child or elder care, to markets for culturally sensitive goods and arts (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 the economic arrangement of various societies. They are instruments for fostering social relations and dissemination of valuable information that aids weak members of society to build capacity for self-satisfaction (Davidman, 1997; Agba & Ushie, 2014).

The introduction of modern cooperative business into Nigeria dates back to the year 1935 following the acceptance, by the Colonial Administration of Mr. C.F. Strickland's Report on the prospects of cooperatives in Nigeria. Presently, cooperative institutions are ubiquitous institutions in Nigeria. There is hardly any village or community in Nigeria that one fails to observe the presence of one type of cooperative or the other contributing meaningfully to the socio-economic welfare of the people. Effiom (2014) writes that there is a proliferation of cooperative societies operating in nearly every sector of the Nigerian economy.

Despite the positive achievements by cooperatives in Nigeria, there are contentions that they are yet to contribute maximally to the socio-economic development of the country. The most important reasons for cooperative failure in Nigeria according to Borgens (2001) include; the shortage of trained managers, lack of understanding of the principle and approaches of cooperatives and inability of the cooperative member to cope with the modern methods and tools of production. Other researchers such as Borgens (2001), Onje (2003), etc think that problems of Nigerian cooperative are rooted in poor organizational structure and administrative bottlenecks, albeit governance issues. A vital organ of cooperative governance is the management committee. Like every organization, co-operatives are expected to embrace continuous management and performance improvement. 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 General Meeting (AGM). The committee is responsible for perpetuating management excellence and for organizing and managing its work.

Management committees or board of directors of a cooperative have the same duties and responsibilities as do 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 (Wadsworth, 2000).

Good governance improves the performance of a cooperative and helps to sustain its long term survival (Thomsen, 2008). The principal challenge facing cooperatives is that of establishing a proper governance system (Branch & Baker 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 by Branch & Baker (1998) in Odera (2012), SACCO cooperatives are said to be larger 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, cooperative societies in tertiary institutions are sometimes rarely members-driven, indicating the need for greater cohesion between members and leaders (Karunakaran & Huka, 2018). Members' interests may be increasingly heterogeneous, rendering leading process become more difficult (Fulton & Gibbings, 2001). It is against this background that this study evaluates the influence of management committees on the performance of cooperative societies in tertiary institutions in Kaduna State, Nigeria.

The broad objective of the study is to determine the influence of management committees on the performance of cooperative societies in tertiary institutions in Kaduna State, Nigeria. Specifically, the study seeks:

1. To determine the influence of committee members' socioeconomic characteristics on cooperative performance.

2. REVIEW OF RELATED LITERATURE

2.1. Management Committee

Guide (2015) describes management committee as a group of people, selected by place of work, authority or larger meeting 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 as board of organization) is a body of people who have been given powers and responsibilities by the members of the organization to manage the affair of the organization.

Management committee as enshrined in cooperative rules and law refer to the "governing body of a registered cooperative society to which the management of its affair is entrusted. As a committee, it is usual to refer to it as management committee, especially in a primary cooperative society. The number of people who serve on a management committee varies from cooperative to cooperative but typically the number is between 6-10 people. The management committee 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 the 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 products, markets, and positive financial results. Five functions are generally recognized - planning, organizing, directing, coordinating, and controlling to fulfil this purpose (1997). 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 cooperative, while the committee sets the long-range goals for the business. Employees report to the managers because the managers are in charge of carrying out everyday operations of the business. In turn, managers coordinate and control daily business activities and employees (Park & Engelke, 2019). With certain given resources, the manager has the responsibility for organizing and operating the cooperative in a way that will optimize the benefits members' desire. Resources are the manager's capabilities, physical facilities, employees, and the net worth of the business. Four functions are recognized for management to meet this responsibility - planning, organizing, motivating, and controlling.

Influence of Management Skills on Organization Performance

The concept of management has been conceived by scholars in different ways. According to Weihrich (1999), management is a process of designing and maintaining an environment in which individuals working together accomplish selected aims. Reynolds (2000) defines management as getting things done through the effort of others. Similarly, Ebunu (2001), sees management as the process whereby a special set of people whose job is to direct the effort and activities of others work towards actualizing a common goal. Further, still, management can be seen as the coordinating or coordination of resources through the process of organizing, planning, leading, controlling in order to attain stated objectives. Gullide (2000) while looking at it from the angle of a scientific theory of management, stated that management is a field of knowledge that seeks to systematically understand why and how men work together to accomplish objectives and to make the economic system more useful to man.

Management skills are a collection of abilities that include things such as business planning, decision-making, problem-solving, communication, delegation, and time management. While different roles and organizations require the use of various skill sets, management skills help a professional stand out and excel no matter what their level. In top management, these skills are essential to run an organization well and achieve desired business objectives (CFI, 2021). Good management skills are vital for any organization to succeed and achieve its goals and objectives. A manager who fosters good management skills can propel the company's mission and vision or business goals forward with fewer hurdles and objections from internal and external sources.

Management and leadership skills are often used interchangeably as they both involve planning, decision-making, problem-solving, communication, delegation, and time management. Good managers are almost always good leaders as well. In addition to leading, a critical role of a manager is to also ensure that all parts of the organization are functioning cohesively. Without such integration, several issues can arise and failure is bound to happen. Management skills are crucial for various positions and at different levels of a company, from top leadership to intermediate supervisors to first-level managers.

Challenges Facing Management Committee of Cooperative Societies

Cooperatives like any other society cannot be free from challenges. Universally, cooperatives face one or more issues. These may be ideological, capital, credibility or management crises. Generally speaking, cooperative societies face numerous challenges, since these serve more than one purpose, often with a transaction (Karunakaran & Huka, 2018). In Ethiopia, cooperatives are challenged by several problems, amongst which are low capacity of leadership management, inadequate capacity building, lack of support from agencies, literacy gap among cooperative leaders and low interest of management committee due to low incentives (Bezabih, 2012). Cheney (2005) identified five major challenges facing cooperatives as cultural transformation, competition and expansion, wage solidarity, centralization and reorganization, programs to increase productivity and participation. On another hand, it was conceived as how to keep balance in the two areas, efficiency and democracy. This is as the board and managers who are charged with the operation of a cooperative must serve two masters; the imperatives of good business practice and the social purpose of a community of people (Mahmud, 2015). Van Niekerk (1988) reports that cooperative failures in the former homelands of South Africa were due mainly to lack of management experience and knowledge, lack of capital resources, and disloyalty of members due to ignorance.

Be that as it may, it is important to note that managing a cooperative presents an entirely different kettle of fish. Indeed, managing a cooperative is challenging. 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. This is because the cooperative's members are both owners and patrons; special relationships and problems arise concerning member and management committee roles and responsibilities. Knowing how to recognize these challenges and address them helps increase a manager's confidence and ability to direct the affairs of the cooperative. Clearly, most management challenges in cooperative stem from its inherent nature, characterized by their social and economic objectives, their holistic approach to development and their complex membership and decision-making structures. Cooperatives have unique management implications of business ownership and control. Managers perform under the influence of various motivational factors-pay, power, prestige, and a place in history. Not all are fully transferable from an investor-oriented business to a member-user oriented cooperative.

State Director of Cooperatives' overbearing attitude presents a particularly difficult situation for cooperative managers. Okoye (2004) argues argued that the administrative and management set up in the cooperative system, with attendant excessive powers of the Director of Cooperatives discourages independent management initiative. The fact that most important management decisions in cooperatives have to be taken with the Director's approval is a strong disincentive for continuous training of cooperative society members/personnel since the felt need for such trained people is reduced. Thus, we see here a situation whereby most decisions in cooperative are taken by government officials, leaving committee members as a mere rubber stamp in affairs that are strictly the business of their cooperative.

Performance

Performance is a widely used concept in many areas. Mostly, it is a measurement of how well a mechanism or process achieves its purpose. In as much as the concept is commonly heard, there appears to be no universally accepted definition of it. The primary aim of any organization is to perform on its objectives and through this the organization will be can be able to grow and progress. Ilies and Stegerean (2011) recall that in the 50s, performance was conceived as the extent to which organizations fulfil their objectives Performance evaluation during this time was focused on work, people and organizational structure. Later in the 60s and 70s, organizations began to explore new ways to evaluate their performance; hence it was defined as an organization's ability to exploit its environment for accessing and using the limited resources (Ahmad & Martua, 2014).

Moullin (2003) defines an organization's performance as how well the organization is managed and the value the organization delivers for customers and other stakeholders. It is also the measurement of the effectiveness and efficiency of both the organization and the workers (Neely et al.,) where effectiveness refers to the extent to which stakeholder requirements are met, while efficiency is a measure of how economically the organizations resources are utilized when providing a given level of stakeholder and customer satisfaction. Hence, performance can be defined as the use of resources both efficiently and effectively in the achievement of its expected objectives. The words, "effectiveness" and "efficiency" have been adopted either separately or combined, to refer to organizational performance (Igben & Osuntogun, 1988). As performance criteria, the two assist in differentiating between well-managed organizations and poorly managed ones. Efficiency tends to focus on the "means" of attaining chosen objectives while effectiveness often directs attention to the goals, objectives or ends of the organization. Efficiency according to Igben and Osuntogun (1988), relates to how available but scarce resources could best be used to advantage in other to achieve chosen goals and objectives, while ' effectiveness focuses attention on the attainment of selected goals and objectives.

Richard, Devinney, Yip and Johnson (2009) emphasize that organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment); product market performance (sales, market share) and shareholder return (total shareholder return, economic value added). Ricardo and Wade (2001) opine that performance measures could include result-oriented behaviour criterion-based and relative normative measures, education and training, concepts and instruments, including management development and leadership training, which were the necessary building skills and attitudes of performance management.

In spite of the above and bearing in mind the nature of cooperative performance measures in cooperative societies requires a paradigm shift in terms of the effectiveness and efficiency of the management arms in accomplishing the socio-economic wellbeing of members. Apparently, this may be what Okafor (1979) has in mind when he suggests a tripod measure of the ability of cooperative to sustain the authenticity of that form of organization; the ability of cooperative to satisfy members' aspirations for social and economic welfare; and ability of cooperative to achieve some relevance in the society. Ijere (1977) also suggests that the two general criteria that may be used to assess the performance of cooperatives are "effectiveness" and "efficiency". By the criterion of effectiveness, results were compared with the stated aims and objectives of the group whereas, by the criterion of efficiency, output results are compared with the cost of inputs. In any case, Hanel (2005) advises that when measuring the performance of cooperatives attention should be paid to the purpose of establishing a cooperative which is to promote member economies that are often measured by the ability of the cooperative to provide economic benefits.

Empirical Studies

Hermayanti (2016) determined the effect of management function on Cooperative performance of "IbuAni" in Kalabahi, Alor district of Indonesia. The population in the study was all members of the cooperative as many as 280 people, with a total sample of 84 respondents. Data collection were effected through the use of questionnaire and analyzed with multiple Linear Regression Models. The results showed that the effect of management function (planning, organizing, actuating and controlling) on cooperative performance.

Indriani, Sule and Yunizar (2015) investigated the influence of board competence, Supervisory competence and business competence on business performance of Primary Saving and Loan Cooperative in West Java Province of Indonesia. The data were processed with the Smart PLS 2.0. This research concluded that the synergy between competence board, supervisory and business competence increases the participation of members and business Performance. Deductions from the results of the study show that the quality of the Cooperative Effect is determined by the quality of business performance, which is the result of the competence board, supervisory and business through member participation. Member participation was also seen as the catalyst of synergy effects of competence managers, supervisors and managers of the cooperative.

Igbinedion and Ovbiagele (2012) conducted a study which aimed at determining the social responsibility embarked upon, the challenges, perception about management and leadership of cooperatives of tertiary institutions in Delta state. The population of the study was 160 and the sample size was 80. The instrument of data collection was a questionnaire. In analyzing the data collected, mean(x), Standard Deviation (SD) and t-test were the statistical tools used. The findings revealed that tertiary educational institutions in Delta state were engaged in the provision of services like health needs, promotion of cultural awareness, development of physical infrastructure, creation of wealth/jobs, and contribution to the educational needs of their host communities. The findings also indicated that agitations and strife ranked as the highest challenges that confront the institutions in carrying out developmental projects in their host communities.

In a more recent study, Abu and Audu (2016) explored the role of social responsibility of cooperatives in Nigerian tertiary institutions. The study was specifically conducted in Idah and Igalamela/Odulu Local Government Areas of Kogi State. The population of the study was 120. The sources of data collection were both primary (questionnaire) and secondary sources. Data were analyzed using percentages and mean ratings. The study hypotheses were tested using chi-square. The paper found that the cooperatives promote the corporate image and goodwill of tertiary institutions. The study also revealed that inadequate fund was one of the major challenges facing the cooperatives in the discharge of their social responsibilities. Lastly, that sustenance of efficient service delivery and community development could be propelled through the cooperative.

In a study conducted by Karunakaran and Huka (2018), they analysed leadership skills of the board of directors of selected multipurpose cooperatives in Ethiopia. A field survey method was adopted to audit the skills of cooperative leaders (Board of Directors). Both qualitative and quantitative approaches were used for data collection. FGD was also conducted to complement data from quantitative tools. Descriptive tools, such as percentages, frequencies and regression analysis were used to analyze data. The findings show that majority of the directors have basic leadership knowledge and skills in project management, information technology and the application of cooperative principles. The study also found that most of them are good in professional behaviour, interpersonal relations, governance and motivation. The regression results indicate that leadership skill levels are positively associated with education, experience, training, motivation, participation in social activities, and participation in cooperative management.

METHODOLOGY

Survey research design was used for this study. The choice of this design is because it enables the gathering of data from a total sample of a population and has to ability to use the outcome to generalize the findings (Mertines, 2003). The study location is in Kaduna State. Kaduna State is in North-West Nigeria and its capital is Kaduna. The population of this study is one thousand, four hundred and twelve (1,412) registered cooperative members of tertiary institutions in Kaduna State. This was generated from data provided by the various cooperative societies. The sample for this study is three hundred and twelve (312) cooperative members of tertiary institutions in Kaduna State. This was statistically determined from the population of study using the Taro Yamane formula (1967) formula. In the distribution of the sample, Bowley's proportional allocation formula was used. Secondary source was used in the data generation through a structured questionnaire. The instrument was designed on a 5-Point Likert type scale of Strongly Agree (SA), Agree (A), Undecided (UD), Disagree (D) and Strongly Disagree (SD). Content and construct validation were carried out on the questionnaire. The Cronbach Alpha reliability technique was used to ascertain that the instrument is reliable. This was determined as the alpha value is 0.73, which is greater than the 0.50 reliability benchmark. Four research assistants helped the researchers in the administration and collection of data. This was to enable the researcher to cover the selected institutions in the state. Descriptive statistics were used to present and discuss data. Multiple regression analysis was adopted in testing hypotheses at a 5% level of significance.

DATA PRESENTATION AND ANALYSIS

Table 1: Respondents' assessment of the performance of cooperative (n-298)

S/N	Management Activities	Mean	Std. Dev.	Remarks
1	Members' needs for household goods are promptly addressed.	3.9128	1.07893	Accepted
2	Personal loans to members are given a priority	3.9262	1.29279	Accepted
3	The loan recovery rate in the cooperative is high	3.6946	1.28080	Accepted
4	Regular annual general meetings are consistently held	3.5772	.90029	Accepted
5	Emergency general and other meetings are held as the need arises.	3.8725	1.07176	Accepted
6	Members are given loans to build their own houses or buy cars	4.1040	.97057	Accepted
7	Contingency loans and other supports are given to members when needed	3.7148	1.19870	Accepted
8	Patronage dividends are regularly paid to members	3.2550	1.39337	Accepted
9	Leadership training and educational programmes are regularly organized	3.7685	1.18779	Accepted
10	Incidence of embezzlement by leaders is minimal	3.6644	.96477	Accepted
Grand Mean(x)		3.492	.8891	Accepted

Source: Field survey, 2020

Table 1 shows indicators of cooperative performance as given by the respondents from cooperative societies in the tertiary institutions in Kaduna state. The result shows that all the indicated had mean ratings of more than 3.0. Indeed, the members affirmed that members' needs 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 the grand mean of the responses, 3.492, was equally above the acceptance threshold of 3.0The implication of the above responses is that the cooperatives in tertiary institutions in Kaduna State have performed very well in meeting their organizational objectives.

Influence of Socio-Economic Characteristics of Committee Members on Cooperative Performance (Test of hypothesis One)

H_{a1}: Committee members' socio-economic characteristics cooperative have a significant influence on cooperative performance.

Table 2: Regression Result of Hypothesis One

	Coeff.	t-value	Sig.
Constant	493.133	2.475	0.000
X_1 Age	-0.146	-1.522	0.612
X_2 Gender	-2.534	-0.489	0.204
X_3 Educational Qualification	13.621	4.564*	0.000
X_4 Marital Status	-1.904	-0.083	0.317
X_5 Religion	-4.780	-3.172	0.584

X_6 Leadership Experience (Yrs.)	28.789	2.432*	0.003
R^2		0.813	
Adj. R^{2c}		0.710	
F		16.426	
N		298	

Source: Field survey, 2020

*Significant at 5% level
Predictors: (Constant), socio-economic characteristics
Dependent variable: Cooperative performance.

It is seen from tablTablehat the R^2 was estimated at 0.813 which means that about 81% of the variations 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 socioeconomic characteristics (age, gender, marital status and religion) had inverse relationships with cooperative performance, while only two variables (educational qualification and leadership experience) had a direct relation with cooperative performance. Also, it is only educational qualification and leadership experience at the 1% levels.

DECISION: The regression result showed that the F ratio of 16.426 was significant at 1% level. We, therefore, reject the null hypothesis one and conclude that the socio-economic characteristics of farmers have a significant influence on cooperative performance.

Conclusion

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. This is because cooperative customers are also the owners. Cooperative performance is dependent on how the management committee is able to strategize to balance this delicate member-owner and member customer relationship. 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 committees on cooperative performance in tertiary institutions in Kaduna State, Nigeria. The outcome of the study suggested that the socio-economic characteristic of committee members is critical to cooperative performance. In conclusion, therefore, the anticipated relations and path-like effects of identified variables influence performance suggest opportunities to address issues that could retard cooperative performance.

Recommendations

The study makes the under listed recommendations based on the findings:

1. The election of credible persons in leadership positions in management committees is critical to cooperative performance. Hence the general meeting of members should 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 be in service to the management committee, the cooperative and the community.
2. 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 verified managerial skills are identified and brought into the management committees of cooperatives, for the task improving the capacity of cooperative to offer needed services to members.

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