

**PERFORMANCE OF COOPERATIVE MANAGEMENT COMMITTEE IN KADUNA
POLYTECHNIC, KADUNA**

**UMEBALI, EMMANUEL E.,
Department of Cooperative Economics and Management,
Nnamdi Azikiwe University, Awka**

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**NWANKWO, FRANK
Department of Cooperative Economics and Management,
Nnamdi Azikiwe University, Awka**

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**USMAN, A. USMAN
Department of Cooperative,
Kaduna Polytechnic, Kaduna**

ABSTRACT

The paper examined the performance of cooperative management committee in Kaduna Polytechnic, Kaduna. The lack of clear rules and credit rationing is appears to characterize the administration of many cooperatives. Hence, governance problems become crucial as there is excessive and improper manipulation of credit granting procedures by managerial committees. Survey design was adopted and a sample size of 308 was generated out of 1,339 population. Questionnaire and secondary sources were utilized in data collection. Data were analysed using table of descriptive statistics, frequencies and percentages, through the aid of SPSS on a threshold of 5-point Likert-scales. The result revealed amongst others that management committee of the cooperatives supervise or control the affairs of the cooperatives, conducts elections, makes donations for the social wellbeing of its members and association etc. It was also found amongst others that inadequate funds, poor managerial or leadership skills, lack of well defined operational guidelines and unaccountability of offices were challenges militating against the smooth performance of the cooperatives. Therefore the paper recommended amongst others that management committee of cooperative societies should continue to conduct elections and imbibe the culture of accountability at the end of every tenure. Cooperatives should have and enforce punishment on every leadership that does not work in line with the operational guidelines.

INTRODUCTION

Cooperative organization has been recognized as the panacea for effective human and capital development. According to Davis in Agba, Attah & Ebong (2015), cooperative organization is a voluntary, democratic, autonomous association of persons, whose purpose is to encourage members to grow in community and to act collectively both for the intrinsic value of being part of a living community and to overcome their problems of economic dependency and need by providing access to and ownership of the means of subsistence and welfare. It tends to promote equal privileges, rights, and with the ultimate aim of overcoming socio-economic and cultural conditions that threatens their existence. It is therefore a legal entity built on the premise of mutual trust and understanding, dependence and respect for mutual benefit of all (Lawal, 2006).

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). It has been argued that the operational effectiveness of cooperative organizations can be enhanced to stimulate job creation (Agba, Attah & Ebong, 2015). They stressed that if cooperative organizations are effectively managed, supported and given necessary technical and financial assistance needed to boost their operation, the problem of unemployment will be drastically addressed in developing nations.

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. They are instrument 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).

Management committee 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 directors understanding of and ability in his/her role in the governance process influences the effectiveness of their performance (Wadsworth, 2000). 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 the society's servants and not members masters. 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.

Good governance improves the performance of a cooperative and helps to sustain its long term survival (Thomsen, 2008). This is as the principal challenge facing cooperatives is that of establishing proper governance systems (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 skills and technical knowledge, thus, mismanaging the affairs of the association.

However, lack of clear rules, combined with credit rationing characterizes administration of many cooperatives. Governance problems can become crucial when there is excessive and improper manipulation of the credit 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 the new board may provide supporters with preferential loan treatment by sidestepping the credit committee process (Odera, 2012). He argued that these governance problems occur because of the combination of the traditional borrower-dominated service structure (with its low interest rates, lax 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.

According to Bond (2009), these corporate failures have revealed instances in which management have violated the trust of members and shareholders. He stressed that the most damaging misrepresentations by board members occur when the "duty of care" is not exercised. The duty of care requires directors to act in good faith, apply their best judgment, and implicitly exercise due diligence. In many cooperative societies in Nigeria, especially in tertiary institutions in Kaduna this appears to be leading to less commitment and discouragement to many members. Furthermore, it has been observed that performance of cooperatives in terms of projects execution do not have long life span and meaningful impact to their host communities (Wailare, 2000). He stressed that this could engender public apathy and disharmony against the cooperatives. It is in view of the aforementioned issues that the paper specifically examines efforts or functions and challenges facing management committee in Kaduna Polytechnic, Kaduna. It also hypothesised that;

H₀₁: There is no significant relationship between years of leadership experience and performance of management committee of cooperatives.

H₀₂: Challenges facing cooperatives management committee is not significantly influenced by their socio-economic characteristics.

Conceptual Review

The Concept of Management Committee

Efforts have been made by scholars to profile meaning to management committee and their role or performance. It is pertinent to first explain what management is as to enable us grab glue of what the concept of management entails. Management can be defined as the coordinating or coordination of resources through the process of organizing, planning, leading, controlling in order to attain stated objectives. According to Wehrich (1999), management as a process is designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims.

According to Reynolds (2000), defines management as getting things done through the effort of others. Similarly Ebinu (2001), management is the process whereby special set of people whose job is to direct the effort and activities of others towards a common goal. Gullide (2000), a scientific theory of management said to be a very field of knowledge that seek to systematically understand why and how man work together to accomplish objective and to market these cooperative system more useful to man.

However, 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 their control governing body as management committee in primary cooperative society also committee of secondary society below the state apex level and above are called “Board of Directors”. According to business dictionary, management committee is refers to as a joint committee comprise of employers, workers and often union representatives. Their purpose is to suggest and monitor the implementation of improvement in efficiency and working conditions and to iron out minor problems. If the proposed changes however are mandatory subject of collective bargaining, they must be formally negotiated. Guide (2015) noted that management committee as a bunch, 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. The number of people who serve on a management committee varies from organization to organization but typically the number is between 6-10 people. This body of people is sometimes referred to as a “Board” and sometimes as a “management committee”. The choice of name is merely a preference and makes little difference. Generally larger organization such as a state or national association has a “Board”, while smaller organization such as a small sporting club has a committee. The term “Board” and “Committee” are interchangeable. Irrespective of whether the board or committee is used the structure of the committee will be similar in any organization.

Management Committee and Socio-Economic Performance of Cooperatives

According to McCandless (2016), management committee members directs the activity of an organization, ensures its smooth running and delivering the outcome for which it has been set up. Every management committee is expected to provide leadership to the organization by:

1. Setting the strategic direction to guide and direct activities of the organization.
2. Ensuring the effective management of the organization and its activities and monitoring the activities of the organization to ensure they are in keeping with the founding principles, objective and values.

Management committee members carry out vital roles within the community and voluntary sector. Their role is no necessarily about ensuring thing are done. Usually the day to day management of the organization will be delegated to paid staff or to volunteers, although the management committees of smaller organizations are often much more actively involved. The management committee is the group of people who are held accountable for the activities of the organization. It is the ultimate decision making forum. McCandless (2016) noted that management committee engages in fulfilment and actualization of

organizational vision and values, accountability, following of legal procedures, staff management, and perform financial oversight. Also Isaac (1996) says Boards and Committees both exist for the same purpose that is to oversee the management of an organization. In a sport organization such as a sport club, typical work undertaken by the management committee includes:

- i. Planning the events, programs and services that the organization provides to its membership/customers.
- ii. Overseeing the maintenance and development of the organization's facilities.
- iii. Hiring key personnel involved in service delivery e.g. coaches, grounds staff, bar staff, etc.
- iv. Developing policies that safeguard the quality of programs and services offered by the committee.
- v. Making decisions about the fees and charges levied on the membership/customers to cover the costs of programs and services, and to ensure the ongoing administration of the organization.
- vi. Raising funds through government funding programs, commercial sponsorship or traditional fund raising activities.
- vii. Promoting the organization in the community to attract membership/customers.
- viii. Creating and maintaining communication systems to ensure the membership is aware of forthcoming events, programs and services.

Activities of Management Committee towards Enhancing the Socio-Economic Performance of Cooperatives

The management committees are saddled with the responsibility of ensuring that a fund of a cooperative society is duly managed. However the treasurer and the secretary's functions are most important in the management of cooperative funds. Elsie (2016) argues that the secretary keeps and maintains correctly, an up-to-date prescribed books and register. He prepares all receipts, vouchers and documents required by the regulations or bye-laws and procure from borrowers the due execution of bonds with security. He summons and attends all meetings, records the proceedings and submits to the management committee, the annual accounts and statements and certified copies of entries in the books. He also signs on behalf of the society and conducts all its correspondence.

The treasurer shall be generally responsible for the safe custody of cash and other valuables belonging to the society and for ensuring that all cash transaction of the society are accurately recorded and properly receipted. The treasurer shall receive all money due or payable to the registered society and issue receipts to the payer from an approved counterfoil receipt book obtaining at the same time the signature of the person making the payment on both original and counterfoil or duplicate of money orders or postal orders, or shall receive from the financial secretary or secretary moneys collected by the latter or on behalf of the registered society furnishing him with a receipt on a form taken from an approved counterfoil book and obtaining at the same time the signature of the person on the counterfoil (Smith, 2009).

Performance

It is pertinent to point that the primary aim of any organization is to perform on its objectives and through this the association can be able to grow and progress. In as much as the concept commonly heard there appears to be no universally accepted definition of it. In the '50s performance was defined as the extent to which organizations fulfil their objectives (Georgopoulos & Tannenbaum in Gavrea, Ilies & Stegorean, 2011). 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 (Yuchtman & Seashore in Iskandar, Ahmad & Martua, 2014).

However, performance is seen as the capacity of an association to efficiently achieve its independent goals (Venkatraman & Ramanujam in Iskandar, Ahmad & Martua, 2014). In this case, it is the cooperative members' ability to actualize their independent goals through performance of their cooperative societies. Performance is also the extent to which a set goal or objective is achieved (Osaze & Anao, 2000). It could equally be the extent to which a society or group is fulfilling the promises it has made to its members. This is predicated on the management committees' performance through the level of their productivity.

Studies have shown methods to evaluate organisational performance (Wong & Wong, 2007). This includes the quality, knowledge or creativity of individual towards the accomplished works that are in accordance with the responsibility during a specified period. In other words, the assessment systems must have some standard parameters that can be relied upon (Iskandar, Ahmad & Martua, 2014). The underlying theme of performance is to optimize all the organizational resources, so as to improve organizational efficiency and productivity from the current level to the desired level.

Cooperative Societies

Cooperative societies are predicated on mutual understanding, respect and dependence in solving one another's socio-economic needs. It is derived from the French words "Espirito de corps" which means "working together". Asaolu (2004) argued that cooperative was derived from a Latin dictum "operate" meaning to work and the prefix "co" meaning together. In this case, two major approaches have been used to describe cooperative societies. These are economic and social aspect, and social/cultural background of the movement. However, the major emphasis in cooperative is on self-help. Thus, people cooperate because they realize that it is extremely difficult to achieve some goals by working alone. Reeves (2003) opined that the best way of pushing back the limit of economic problem of scarcity is by working together. This is because more can be achieved when people coordinate their efforts with each other and take concerns and talents of others into consideration.

Cooperative is a concept which has been in existence since the beginning of man. People learned that by working together, they can accomplish more than the totality of each individuals' effort. Early human society recognized the advantages of collective hunting, fishing, gathering food, living, worshipping, cooking and providing shelter together in groups and meeting individual and group needs collectively (Ibrahim, 2001). This could in the widest sense reveal that cooperation means more than working together. It is as old as man. The cradle of cooperation in the crude sense is the family which extends to the larger community. That could be mere mutual assistance which is mainly characterized by give and take concept. In this method, the people involved are "mutual" among who are stark illiterates, and the association is unstructured, short-time existence and absence of legality, mainly engaging in productive venture without effective management.

Modern scientific cooperatives originated on the benchmark of the industrial revolution in Europe spanning a century (1750-1850). As such, they are formal, legal entities and undertakings as a body cooperate and adhering to the internationally acceptable principles. The modern scientific cooperative business enterprise could be established in all economic systems, be it socialist or communist, capitalist/free market, as well as mixed economic system. It could be formed by business persons, workers, rich, poor and averagely poor. The flexible peculiarities of cooperative have provided room to accommodate diverse views from persons and group of persons on the singular definition of this popular term. In his contribution, Chukwu (1990) opines that cooperation is an economic system with a social content. Its idealism entails both economic which covers business transactions expressed mainly in monetary terms, and the social which deals with the direct link on the relationship among the people that make up the society, particularly as it affects the membership and the personal relations. In its absolute sense, cooperative has flexible peculiarities in which it could be organized in many instances. The cooperative business enterprise is not all comers' affairs unlike other conventional business units. This is due to its emphasis on human being much more than capital; hence cooperative is not profit-oriented but people-oriented venture (Gambo, 2016). As such, a certain due process is observed to qualify for membership namely; willingness, law-abiding character, commonly felt needs, and productivity.

According to Lawal (2006), cooperative enterprise is a kind of business for mutual benefit of members. Cooperative enterprise satisfies the needs and interest of their members, rather than maximizing profit which may be the target of other form of business organization. The cooperative business is to afford members particularly the poor, to come together to promote their socio-economic well-being a feat which a single individual working alone cannot achieve if it is possible at all for him to do so. In a related development, Epetimehim (2006), viewed cooperative enterprise as a business owned and controlled by the people who use its services: They finance and operate the business or services for their mutual benefit. By working together, they can reach an objective that would "be unattainable if acting alone. Similarly, Akinwumi (2006)

explains that cooperatives depend on the unified efforts of large number of small individuals. Furthermore, Onuoha (1986), states that cooperatives are business of patrons whose motive is to obtain the goods and services they require at lower cost through their joint undertaking.

Until 1995, a giant step was taken by the International Cooperative Alliance (I.C.A) to issue a new list of principles of cooperation for the beginning of the 21st century at Manchester congress. The ICA which is the world apex body of cooperative movement at its centenary congress and General Assembly in Manchester (1995) gave the whole picture of a cooperative organization as "an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise". A co-operative society pools together human resources in the spirit of self and mutual help with the object of providing services and support to members. The Co-operative principles under which a co-operative society operates and carries out its business, according to ICA (1995) are: Voluntary and Open Membership; Democratic Member Control; Autonomy and Independence; Member Economic Participation; Education, Training and Information; Co-operation among Co-operatives and Concern for the Community.

Challenges Facing Management Committee of Cooperative Societies

Myriads of challenges or problems have been identified to bedevil the smooth management of cooperative societies in different places. As identified by Obumneme (2002), they include but not limited to;

- i. Poor Management:** Generally, members of the management committee who are elected from members of the society lack business experience. The people lack managerial talent and this makes the cooperative not to function efficiently. Also in some cases, these members who were elected may not show keen interest in the running of the cooperative. There is also delay in decision making as the leaders lack business experience.
- ii. Dishonesty of Cooperative Leaders and Committee Members:** Basically, the management of the cooperative remains in hands of the selfish and dishonest members and they take undue advantages of their powers. This has negative effects on the business.
- iii. Unplanned and Unprofitable Investments:** Due to their members' high level of illiteracy and the leaders' inexperience status, the cooperative ventures into unprofitable investment and this cause the cooperative to be stagnant.
- iv. Wrong Conception of what Cooperatives are:** Many committee members cannot distinguish between the cooperative and their political parties. Political parties get involved in it due to which the basic principle of the cooperative comes to an end. This leads to corruption of power and money in the society and may result in quarrels and disputes amongst the members thereby constrain the progress of the cooperative.
- v. Overdue Loans:** This also emerges as a problem to cooperatives as members who took loan from the society could not pay back as at when due. At this junction, the management committee is faced with a serious problem.
- vi. Dishonesty of Employees:** In most cases, the employees in the cooperative tend to be very dishonest, cunning and selfish. This leads to lack of confidence not only in the cooperative but beyond it as non-members wouldn't be motivated to join and this comes in the way of the development of cooperatives.
- vii. Absence of Training/Incentives for Management Committee:** Many cooperative management committees lack training. They do not possess any special skill and due to cooperative limited capital, they cannot be sent to earn the benefits of good training. As they remain untrained, they even worsen the condition of the cooperative causing more problems for it. Also the absence of profit incentive is an obstacle in the way of its progress.
- viii. High Level of Illiteracy:** It is well known fact that over seventy (70) percent of the inhabitants of many countries in the sub-region of West Africa are illiterate, and most of them find their way into cooperatives. The effect of this cannot be over emphasized. To run a cooperative of illiterates is twice more demanding than running one with knowledgeable members.

Theoretical Framework: Stewardship Theory

The stewardship theory emphasizes on the role of management being as stewards, and integrating their goals as part of the organization for effective performance. Davis, Schoorman & Donaldson (1997) posits that a steward protects and maximizes shareholders wealth through firm performance, because by so doing, the steward's utility functions are maximized. In this perspective, stewards are managers working to protect and make profits for the shareholders like in a cooperative. This perspective suggests that stewards are satisfied and motivated when organizational success is attained. The theory recognizes the importance of governance structures that empower the steward and offers maximum autonomy built on trust (Donaldson & Davis, 1991). It stresses on the position of management committee to act more autonomously so that the shareholders' or members returns are maximized.

Furthermore, stewardship theorists assume that in given a choice between self-serving behavior and pro-organizational behavior, a steward will place higher value on cooperation than defection. Stewards are therefore assumed to be collectivists, pro-organizational and trustworthy to manage organizational resources (Wikipedia, 2018). According to Daily, Dalton & Canella (2003), in order to protect their reputations as decision makers in organizations, managers are inclined to operate the firm to maximize financial performance as well as shareholders' profits. In this sense, it is believed that the firm's performance can directly impact perceptions of their individual performance.

In application to this study, the management committee is the stewards that oversee the affairs and resources of cooperative societies for the overall good of all members. Where this purpose is defeated or left to pursue personal interests, the cooperative is bound to suffer set backs in its focal role and performance. This could be perceived when there is embezzlement of organizational fund, sit-tight syndrom or inability to conduct election for new excos, mismanagement, poor execution of projects and so on.

METHODOLOGY

Survey research design was adopted and the study was conducted in Kaduna Polytechnic. The institution was established in 1956 as Kaduna Technical Institute and it assumed the full status of a polytechnic in 1968 and was taken over by the Federal Government under Decree No. 40 (KADPOLY, 2016). The school is highly cosmopolitan with students from within and outside Nigeria. The institution has five registered and existing cooperative societies, which are College of Admin and Business Studies Coop Investment and Credit Society Ltd.; Central Admin Investment & Credit Cooperative Society Ltd.; Trust Multipurpose Cooperative Society Ltd.; College of Environmental Studies Investment and Credit Cooperatives, and College of Admin Studies & Social Science Investment. This makes the institution a relevant area of study. However, the population is one thousand three hundred and thirty-nine (1,339) members of cooperatives in KadPoly (KadPoly Register of Cooperative Societies, 2018). The sample size generated through Taro Yamane is three hundred and eight (308). Data were generated from primary (questionnaire) and secondary sources (journal, textbook, online publications etc). Out of the 308 questionnaires administered, 46 were not returned, and 262 which represent 85% response rate were retrieved and used for analysis. The generated data were analysed using table of descriptive statistics, frequencies and percentages via SPSS on a threshold of 5-point Likert-scales. However, Pearson correlation and regression analysis were used in the hypothetical test.

DATA PRESENTATION AND ANALYSIS

Socio-Demographic Data of the Respondents

Table 1: Distribution of Respondents by Socio-Demographic Data

<i>Variables</i>	<i>n=262</i>	<i>%</i>	<i>(x)</i>
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Age (Years)			
19-29	4	1.5	
30-40	40	15.4	
41-51	132	50.3	48
> 52	86	32.8	
Gender			
Male	163	62.2	
Female	99	37.8	
Educational Qualification			
FSLC	11	4.2	
WAEC/GCE	40	15.3	
OND/NCE	123	46.9	
HND/B.Sc.	82	31.3	
M.Sc./Ph.D.	6	2.3	
Leadership Experience (Years)			
< 5	85	32.4	
6-10	144	55.0	7
11-15	27	10.3	
> 16	6	2.3	

Source: Field Survey, 2018

Table 1 displays the socio-economic data of the respondents. It reveals that majority (50.3%) of the respondents fell within the age range of 41-51, and on the average age mean of 48-years. This implies that they are adults and matured in age. The majority of whom (62.2%) were male respondents and 37.8% were the females. This suggests that males were more in the cooperatives than females. However, the highest educational qualification of many of the respondents (46.9%) was OND/NCE., and this was followed by 31.3% that possessed HND/B.Sc. This indicates that they are educated and knowledgeable enough to answer questions pertaining to the study objectives. On the average, it was revealed that the respondents have had 7-years of leadership experience.

Efforts of Management Committee on Cooperatives Functioning

Table 2: Respondents Views on Management Committee's Effort towards Functioning of Cooperatives in KadPoly

S/N	The Efforts toward Cooperatives Functioning	x	SD	Remarks
1	Setting strategic direction that guides and direct activities	2.94	0.063	Rejected
2	Accountability of office	2.56	0.047	Rejected
3	Supervision or control over business/affairs of the cooperative	4.22	1.093	Accepted
4	Conducting elections	3.31	0.180	Accepted
5	Make donations for social purposes	3.27	0.264	Accepted
6	Promote unity among members	4.30	1.137	Accepted
7	Hiring of vital persons in service delivery	1.99	0.030	Rejected
8	Encourages execution of new projects	2.95	0.172	Rejected
9	Diseminating of information on programs of the association	3.17	0.049	Accepted
10	Generating of revenue for the association	4.03	1.110	Accepted

Source: Field Survey, 2018

Table 2 shows the mean ratings of the respondents' views on the management committee's efforts towards the effective functioning of the cooperatives in Kaduna Polytechnic. It can be deduced from the table that the respondents declined that management of the cooperatives set strategic direction that guides and direct activities of the association ($x=2.94$) and as well indulges in non-accountability of office ($x=2.56$). However, there is believe that they supervises or control business and affairs of the cooperative ($x=4.22$) and also

conducts elections into offices ($x=3.31$). Again, the management committee is believed to make donations for social purposes ($x=3.27$), perhaps for the social well-being of the members and associations. There is also the promotion of unity among members ($x=4.30$); but were discredited for not hiring vital persons in service delivery and for not encouraging the execution of new projects ($x=1.99$ and 2.95), respectively. Beside, the mean rating of 3.17 indicates that they try in the dissemination of information on programs of the association, and as well as revenue generation for the associations ($x=4.03$).

Test of Hypothesis One

(H_0): There is no significant relationship between years of leadership experience and performance of management committee of cooperatives.

(H_1): There is a significant relationship between years of leadership experience and performance of management committee of cooperatives.

Table 3: Correlations Result of Hypothesis One

		leadership experience	performance	
leadership experience	Pearson Correlation	1	.061	
	Sig. (2-tailed)		.142	
	N	262	262	
	Bias	0	.000	
	Std. Error	0	.000	
	Bootstrap ^a	95% Confidence Interval Lower	1	.001
		Upper	1	.001
	Pearson Correlation	.061	1	
	Sig. (2-tailed)	.142		
	N	262	262	
performance	Bias	.000	0	
	Std. Error	.000	0	
	Bootstrap ^a	95% Confidence Interval Lower	.001	1
		Upper	.001	1

Source: Field Survey, 2018

Table 3 shows the Pearson correlation analysis of hypothesis one. The result indicates that the correlation coefficient between years of leadership experience and performance of management committee is 0.061. This implies that a strong positive and significant relationship exist between the two variables. Therefore, there exist evidence to reject the null hypothesis and accept the alternate, implying that there is a significant relationship between years of leadership experience and performance of management committee of cooperatives.

Challenges Facing the Management Committee

Table 4: Challenges Facing Management Committee on Effective Running of Cooperatives

S/N	Challenges	x	SD	Remarks
1	Delay in decision making	4.11	1.092	Accepted

2	Inadequate funds	4.09	1.146	Accepted
3	Mismanagement of resources	3.01	0.103	Accepted
4	Investment in unprofitable ventures	2.87	0,080	Rejected
5	Members/clients inability to pay back loans	3.17	1.271	Accepted
6	Poor leadership skills/Lack of administrative training	3.00	0.192	Accepted
7	Conflict of interest among members	2.91	1.103	Rejected
8	Non-establishment of proper governance system	2.55	0.074	Rejected
9	Lack of well defined operational/leadership guidelines	3.21	0.220	Accepted
10	Unaccountability of office	4.07	1.842	Accepted
11	Inadequate personnel or human resource management systems	2.19	0.154	Rejected

Source: Field Survey, 2018

Table 4 displays the challenges facing the management committee on effective running of cooperatives in Kaduna Polytechnic, Kaduna. Utmost is believe by the respondents that there is delay in decision making ($x=4.11$) and problem of inadequate funds ($x=4.09$). Again, there is the issue of mismanagement of resources and members/clients inability to pay back loans ($x=3.01$ and 3.17), respectively. However, it was identified that there is poor leadership skills/lack of administrative training ($x=3.00$). This is a challenge that could mare cooperative principles or purpose; as lack of well defined operational/leadership guidelines was pointed at ($x=3.21$). Lastly, unaccountability of office ($x=4.07$) was found to be confronting the effective running of the cooperatives. This substantiates the opinion in 4.2 that there was no accountability of office in the management committee’s efforts towards the effective functioning of the cooperatives. This is detrimental to effectiveness and efficiency in democratic and administrative principles.

Test of Hypothesis Two

(H_0): Challenges facing cooperatives management committee are not significantly influenced by their socio-economic characteristics.

(H_1): Challenges facing cooperatives management committee are significantly influenced by their socio-economic characteristics.

Table 5: Regression Result of Hypothesis Two

	<i>Coefficients.</i>	<i>t-stats</i>	<i>Level of Sig.</i>
Constant	186.738	1.401	0.021
X ₁ Age	0.105	0.032*	0.001
X ₂ Gender	-0.082	-0.721	0.324
X ₃ Edu. Qualification	1.592	7.351*	0.000
X ₄ Years of Membership	21.008	1.945*	0.002
X ₅ Leadership Experience	04.344	20.081*	0.000
R ²		0.659	
Adj. R ²		0.507	
F		21.647	
N		262	
Dependent Variable: Challenges			

Source: Field Survey, 2018

Table 6: Model Summary of Hypotheses Two

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Cal.	df1	df2	Sig.
1	.738 ^a	.659	.507	12.64158	.659	21.647	6	255	.004

- a. Predictors: (Constant), Age, Gender, Edu., Yr. of Memb., Lead Exp.
- b. Dependent Variable: Challenges.

Table 5 shows regression result of hypothesis two, and age, education qualification, years of membership and leadership experience are shown to be statistically significant. This is as the $R^2 = 0.659$ indicates that over 65% of variations in challenges facing management committee (dependent variable) are explained by the socio-economic characteristics (independent variables). This implies that socio-economic characteristics, such as age, gender, educational qualification, years of membership and leadership experience are responsible for about 65.9% of the fluctuation in the challenges facing cooperative management committee. However, the F calculated (21.647) and p-value (0.004) of the ANOVA as shown in Table 6 was significant at 5% level. Therefore, there exists convincing evidence to reject the null hypothesis and accept the alternative, implying that challenges facing cooperatives management committee are significantly influenced by their socio-economic characteristics.

Summary of Findings

Summarily, findings show that management committee supervises or control affairs of the cooperatives and conducts elections into various offices. Again, they make donations for social purposes, perhaps for the well-being of the members and association. They were equally found to disseminate information on programs, promote unity among members and as well as revenue generation for the smooth running of the association. However, the management committee fell short of setting strategic direction that guides and directs activities of the association and as well indulges in non-accountability of offices. Again, they do not hire vital or resource persons in assistance to effective service delivery and as well as none encouragement of the execution of new projects. This aligns with McCandless (2016) that management committee members directs the activity of an organization, ensures its smooth running and delivering the outcome for which it has been set up. It also supports the findings of Babalola (2014), that executives of cooperative societies are not committed to transparency and accountability.

Furthermore, the paper revealed that delay in decision making, inadequate funds, mismanagement of resources, members/clients inability to pay back loans and poor leadership skills or lack of administrative training topped the list of the challenges militating against the management committee on effective running of the cooperative societies in Kaduna Polytechnic. Others are lack of well defined operational or leadership guidelines and unaccountability of offices. It is therefore pertinent to state that this is detrimental to effectiveness and efficiency in democratic and administrative principles. This findings corroborates that of Odera (2012), that problems encountered in SACCOs comprises one or more of the following, lack of clear and proper rules separating management from decision making, unqualified personnel in management, inadequate managerial competitiveness etc.

Lastly, the study hypothesis one shows that there is a significant relationship between years of leadership experience and performance of management committee of cooperatives. The result of hypothesis two indicates that the challenges facing cooperatives management committee are significantly influenced by their socio-economic characteristics. This agrees with the findings of Mutua, Karanja & Namusonge (2013) in Kenya which revealed that socio-economic background of management practices have a relationship with performance and challenges of financial cooperatives.

Conclusion

The paper concludes that activities of the management committee have to a reasonable extent impacted on the cooperative performance in Kaduna Polytechnic, Kaduna. This is through supervision or control of affairs of the cooperatives, conducting of elections, making of donations for the social wellbeing of its members and association. They equally disseminate information, generate revenue and as well promote unity among members. However, there are challenges such as inadequate funds, poor managerial or leadership skills, lack of well defined operational guidelines and unaccountability of office.

Recommendations

The paper recommends the following for possible policy implementation;

1. Management committee of cooperative societies should continue to conduct elections and imbibe the culture of accountability at the end of tenures. This can be done through instituting an electoral umpire and enacting of laws that would not only disqualify but also disassociate with any office holder that violate the rule.
2. Cooperatives should part with clients or members financial institutions in request of deduction authorization from anyone who collected loan or credit and fail to pay back at the agreed time. This is to help enforce recovery and enable the cooperatives have working funds.
3. Cooperatives should have and enforce punishment on every leadership that does not work in line with the operational guidelines.
4. There should be periodic capacity development workshops on leadership. This is to help improve on the educational horizon of the leaders and prospective ones.

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