
COOPERATIVE LEADERSHIP STYLE AND MEMBER COMMITMENT IN ANAMBRA STATE, NIGERIA

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Abstract:

The study is centered on cooperative leadership style and member commitment in multipurpose cooperatives in Anambra State, Nigeria. The specific objective are to: evaluate the effect of shared leadership on members' attendance to meeting, ascertain the influence of open leadership on member's involvement in decision making and determine the extent to which leadership trust can achieve member patronage of the available services. The area of study is Anambra State; 700 members were selected from 23 functional multipurpose cooperatives in the study area. The study collected primary data using structured questionnaire. The collected data were coded into SPSS software as the study employed regression technique, one sample t-test, frequency and simple percentage in analyzing the data obtained. Findings to this study revealed that shared leadership has a significant relationship with member's attendance to meeting at $4.581t_{cal}$. Results also revealed that open leadership has significant relationship with member's involvement in decision making at $4.839 t_{cal}$. Lastly, the study also revealed that leadership trust has a significant relationship with member patronage of the available services at $4.775t_{cal}$. In conclusion, the study has come up with theoretical and empirical insight that member commitment depends on the cooperative leadership style, hence enhances effectiveness in multipurpose cooperative under study.

Key Words: Leadership, Leadership style, Cooperative Leadership style and member commitment

Introduction

Leadership plays a central role in the management of any society; it is the quality of leadership that usually determines the failures and successes of any business organization. Most often, the reason for the failure of organizations or cooperatives is ineffective management. Leaders are quick thinkers who should see an opportunity, seize it and achieve the best results without hesitation (2019). Leadership is the ability of a leader to influence and inspire members or subordinates to work together to achieve a goal and purpose, Bass (2019) states that "the primary purpose and value of leadership and leadership practice is to inspire others, viewed as followers, to willingly commit to a common goal - this is achieved depending on the management style adopted by such manager. Sembe et al. (2018) found that the influence of a leader with a good leadership style has a great impact on the performance of cooperative members. Leadership style refers to the typical behavior of a leader in directing, motivating, directing and leading groups of people. Leadership styles are a certain behavior model or way that a leader adopts to influence the behavior of his subordinates, i.e. the way he directs and motivates his subordinates to achieve the set goals. It represents the philosophy, skills, knowledge and attitude of leaders exemplified in leading, directing, facilitating, coordinating and controlling the activities of members and subordinating the achievement of cooperative goals and objectives. According to Ebrahim (2018), there are six main leadership styles which include transformational, transactional, autocratic, charismatic, bureaucratic and democratic. There are other leadership styles that (Xaxx 2017) mentioned exemplary leadership style, empathic leadership style, authoritative leadership style, collaborative leadership style.

Collaborative leadership style, which is our main concern, is a leadership model that believes in a democratic leadership model. Members are the most important part of the cooperative, without dedicated and participating members, the cooperative cannot do. Eptimehin (2016) sees a cooperative as a business owned and controlled by people who use its services. Cooperatives have their own management styles that distinguish it from other traditional corporate or investment firm (IOF) management styles. Some of these variables include; shared leadership, open leadership and leadership trust (Mick 2018; Randel et al., 2018), which transforms the collaborative leadership style into a leadership model in which the leader participates, participates, participates in the work, responsibility, duty, action and task to achieve goals and cooperative goals without giving themselves priority or special privileges. It is a leadership style characterized by close cooperation between leaders and members. Ideas are developed together and implemented together. Cooperatives are not like other organizations that have a hierarchical management structure, but have a democratic management structure. Undoubtedly, cooperative leadership style is related to the commitment of members, because leadership has often been identified as one of the important factors that can increase the commitment of members and is considered to lead to the achievement of cooperative goals (Abasilim, Gberevbie and Osibanjo, 2019).

Commitment in cooperative can generally be seen as a variable that captures the extent to which the members are likely to choose in maintaining their membership (patronage) in the co-operative. Members' commitment becomes crucial as it could define how a cooperative organization differentiates itself from competing organization such as investors owned firms (IOF). When member commitment is lacking in a society, it can lead to the demise of the cooperative or affect its organizational and financial health of such cooperatives. Member will show their commitment through being financial up to date, abide by every rules of the society, patronize their society, attend every meetings of the society, participate or contribute in decision making of the society; these are the variable that can be seen in members who are

committed to the cooperative society in which they belong. Cooperative societies are different because their success, to a larger extent, depends on the attitude and behavior of its members-owners which would result into members wishing to maintain, remain and would not wish to quit the cooperative in which they belong to.

Generally, cooperatives are jointly controlled by all members, where each member has the same voting rights in every decision taken by the cooperative to enhance unity and harmony among members of the cooperative. Cooperatives bring people together in a democratic and equal way as it differs from other businesses because they are member owned and operate for the benefit of members. But poor leadership system has held back the growth and development of multipurpose cooperative societies as this study focuses on multipurpose cooperative in Anambra State. Members are not participating in decision making, leaders are not being accountable and transparent to their cooperative members, this results to members not having interest again in the activities of their cooperative like attending cooperative meetings, patronizing the cooperative shop, being part of the committee, paying their dues; as well as not carrying out any task or responsibilities given to them as a cooperative member. Hence the commitment of members will be found wanting and will result to members not to remain, maintain their membership or leaving their cooperative.

Leadership by command and control by leaders of cooperative societies has posed a problem Cooperative is known to be an organization where everybody is equal, leaders denying members the democratic aspect of cooperative practice, being uncomfortable to accept opinions, directions and ideas from the whole co-op membership, will yield members lack of loyalty to their cooperative as a result of the leader understanding not the way of open leadership. Members in return will be discouraged about their cooperatives leadership and would discontinue their membership because of not being comfortable with their leader's way of managing the affairs of cooperative. Such leader's ill behavior or character shows the leader's inability to retain trust in leadership.

Studies have shown that shared leadership, open leadership and leadership trust plays an important role on cooperative membership commitment. For instance, Owens and Valesky (2015) found that the level of member's commitment is positively linked to the practice of society leadership. There have been extant works done on these variables but there is no known, literature review on cooperative leadership style. Nordbäck and Espinosa (2019) found evidence that shared leadership had a more positive effect on team. More recently, Randel et al., (2018) conceptualized open leadership as leadership with a focus on supporting members as group by ensuring justice and equity and providing shared decision-making opportunities, while encouraging diverse contributions. Further, Nisar, Othman, and Kamil, (2018) assert that the leaders with the ability to self-control are recognized as trustworthy leaders and it seems useful skill for leaders to gain followers' trust.

This study is therefore, necessitated to look at how these dimensions of cooperative leadership style (shared leadership, open leadership and leadership trust) affect member commitment through members meeting attendance, involvement in decision making and patronage of available products or service by members.

The broad objective of this study focuses on cooperative leadership style and member commitment in Cooperative Societies in Anambra State, Nigeria. Specifically, the study seeks to:

- i. Evaluate the significant relationship of shared leadership and member's attendance to meeting.

- ii. Ascertain the significant relationship of open leadership on member's involvement in decision making.
- iii. Determine the significant relationship to which leadership trust can achieve member patronage of the available services.

Review of Related Literature

Cooperative leadership style and member commitment

Management is very important in cooperatives as well as in other organizations. A cooperative does well with management and it leads to members knowing their roles and striving towards the goals and objectives of their cooperative. The organizational structure of a cooperative is democratic in nature, which makes it different from other types of organizations, such as an investment company (IOF). Gerald (2022) argues that a cooperative organizational structure is inherently more democratic. In a cooperative, members can vote on the group's business idea, its business methods are formal. The members manage their cooperative through a board elected from among themselves, who are also the managers of the cooperatives and those managers do not release themselves from the mission, responsibility, work, obligations, duties, tasks, mandate or execution, cooperative or any other thing that contributes to the goals and purpose of the cooperation, but participates, joins hands, participates, participates with subordinates or members to ensure that each task is completed and achieved, not only through orders, leadership and supervision, because the cooperative includes both managers and members. Xaxx, (2017) argues that a cooperative leadership style refers to a leader who participates in the same activities as everyone else and does not claim special privileges. Collaborative management style is considered one of the best known management methods. Cooperatives have distinct management styles that distinguish it from other conventional corporate or investment firm (IOF) management styles. Some of these variables include; shared leadership, open leadership and leader trust (Mick 2018; Randel et al., 2018). The importance of management (especially the management style of the cooperative adopted by its leaders) and the commitment of members to achieve the goals of cooperation become clear and critical.

Commitment of the members shows the level and how much the cooperative achieves, the level of commitment of the members and the satisfaction of the cooperatives greatly influence the attitude of the members to use the products and services of their cooperatives, which leads to loyalty of members (Mahayasa, 2020).

The level of commitment of members is reflected in the effort to increase the willingness of members to participate in the following activities:

Member capital: represents the commitment of the individual member to the cooperative form. It also recognizes the financial contribution of the individual member. It is canceled only when the member leaves the cooperative. Some other forms of membership fees usually associated with patronage; this is for the viability of the cooperative, members must commit to buy the cooperative's products and use its services, otherwise even if the near-term prices or services are better elsewhere. Oloke et al (2016) point out that funding is critical for the continued growth of the cooperative movement. Members finance the operation and growth of their cooperative by committing to:

Meeting attendance: Members shall endeavor to attend and actively participate in the general meetings of the cooperative, including the regular general meeting, and also actively participate in the activities of the cooperative, including serving on the permanent and temporary committees of the cooperative. Voting in meetings (Decision by members: Each

member has only one vote. However, in case of a tie, the vote of the president/president will be decisive. Cooperative Protection: In the interest of the cooperative's sustainability, members must commit to buying the cooperative's products and using its services, even if the short-term prices or services are better elsewhere. If the members do not want to use the cooperative, the need for it must be determined again.

Removal of committee members: Members have the duty to remove any committee member found to be incompetent or fraudulent in managing the cooperative's affairs. In several societies members see their commitment majorly in terms of thrift contribution and patronage of the cooperative's goods and services whereas the commitments of members are beyond these (Ebi, 2014).

Shared Leadership and member's attendance to meeting

Recent empirical studies have shown that leadership has been confirmed to have a significant and positive effect on member attitudes and behaviors (Chen & Wu, 2017). Democratically, cooperatives are valued by leader where every member is equal. Shared leadership is generally characterized by the spread of leadership functions to multiple or all team members, rather than only a few and this cannot be achieved without members present. Hoch and Dulebohn, (2013) assert that shared leadership is a collective leadership process, whereby multiple team members step up to take the lead or to participate in team leadership functions. And these members will be more committed seeing that they have been giving sense of belonging to participate in the decision making, their opinion and contribution being accommodated, welcomed, respected and can be achieved by members attendance to their cooperative meeting. Information is also obtained through annual meetings, reports and newsletters, and from talking to the manager, staff, directors and other members.

Open Leadership and Member's Involvement in Decision Making

Open leadership style stands in obvious contrast to the more autocratic approach that uses power to command and cause problem (Baker 2021). The strategy behind open leadership is to focus on developing relationships of trust and mutual respect with members. DeLisa (2018) asserts that special combination of behaviors and mindsets is what is called open leadership where team members get involved in decision-making thereby increasing the satisfaction and commitment of members. Rather than simply issuing commands, open leaders take great care to provide members with both sufficient context for the challenges they face and the latitude to involve members in innovative decision making. The relationships between the cooperative members themselves and their leader play a crucial role in members' involving in decision making and their commitment because when members get involved in decision making through their contribution to issues concerning their cooperative, it gives them sense of belonging.

Leadership Trust and Member Patronage of the Available Services

Researchers have pointed out the importance of trust is a factor stimulating leadership (Setyaningrum et al., 2020). When addressing the issue of leadership, examining the relationship between the leaders and members, the question of trust cannot be over looked. Chrisidu-Budnik (2016) asserts that trust is based on calculation, it takes risk into account, and it allows failure. The above definitions include identifying trust as a social relationship and expectation of the outcome of an interaction, undoubtedly, trust is a powerful force supporting the success of a team and cooperative (Eikenberry & Turmel, 2019). A leader should lead with optimism, honesty, faith, and a positive attitude that will achieve transparency, accountability and seek for a way of keeping to their words or promises

in terms of giving genuine product and services in which member will patronize from their cooperative as the underlying purpose of most cooperative is to provide goods and services to its members that they could not provide as easily by themselves Phillips (2014). Members also have general responsibilities toward their cooperative, members' support, through patronage and capital investment to their cooperative, keeps the cooperative economically healthy. Unlike the passive investor in a general business corporation, the member-owner-user of a cooperative must patronize and guide the venture for it to succeed. Phillips (2014) asserts that patronizing/patronage is a term that defines how a person "uses" a cooperative, called patronage.

Theoretical Framework

This study is based on the behavioral theory of management. Behavioral theory of leadership was introduced by Dr. Rensis Likert (Khan, Allah, & Irfanullah, 2016). This research is based on principles of behavioral theory of management. A behavioral theory of leadership is a management theory that considers the observable actions and reactions of leaders and followers in given situations. Behaviorist theories focus on the behavior of leaders and assume that other leaders can copy those characteristics. Sometimes called style theory, it suggests that leaders are not born successful but can be created by learning behavior. Behaviorist theories of leadership focus heavily on the actions of the leader; this theory suggests that the best predictor of a leader's success is to see how the leader acts.

Relevance of the Theory to the Study

The behavioral leadership theory helps leaders focus on their actions and behavior and utilize their decisions to a great leadership. The theory is indicating that a leader's choice of action and behavior on how leadership affair is conducted becomes leadership style. What action or behavior administered in solving problem and managing members is assumed to be a style of leadership, a leader will look at the process to see if something needs to be adjusted with his way of leadership by considering his behavior and actions. Variables like shared leadership, open leadership and leadership trust are some of the element that should be found in the action or behavior of cooperative leaders that will foster commitment among members who are satisfied that their leader involves members in decision making, shares ideas and opinion with members, has a listening ear, accountable, accessible at any time, has no ill behavior and bad character. Therefore the theory is meant to guide a leader's behavior and action towards a good leadership.

Review of Empirical Studies

Akangbe, Komolafe, Ajibola and Abdul-Karim (2014) reviewed an assessment of the governance style of agricultural cooperatives in Ilorin West Local Government Area of Kwara State, Nigeria, where they argue that democratic governance style was mostly used in farmer cooperatives. Leaders are chosen based on intelligence, age and education level. The study recommends that the government and other relevant agencies intensify their efforts to raise awareness among cooperatives in the study area about leadership roles, expected characteristics and the importance of leadership style to the success of various agricultural cooperatives. Cooperative leadership style was named as a leadership style in the work of Sheikhzadeh (2018), who investigated the relationship between cooperative leadership style and employee motivation in the University of Sistan and Baluchistan. According to Sheikhzadeh (2018), one of the factors affecting the growth of efficiency, effectiveness and ultimately productivity of organizations is the management style of managers. Leadership styles actually represent managers' views on how to run their respective organizations. Different leadership styles, such as person-oriented, position-oriented, organization-oriented,

and people-oriented and cooperative, are based on a certain expressive element of individual behavior in organizational activity and efforts to improve the overall performance of organizations and societies, according to Sheikhzadeh (2018), Sofoluwe, Ogunola and Hassan (2020) assess commitment to cooperative organization and identify its relationship with individual characteristics of members in Nigeria. The main objective of the study is to assess commitment to cooperative organization and determine its relationship with individual characteristics of members in Nigeria.

Gap in Literature

The relevant literatures reviewed have shown that most of the research findings on the relationship between leadership styles and member commitment showed modification to their connection. However, there is no extant work that has covered this study; cooperative leadership and member commitment and is not known with respect to the Nigerian work context. This study exposes a knowledge gap with observation that indicates the need to reconsider the relationship between leadership styles and member commitment in Nigeria to confirm, reject, or modify existing claims by scholars. Along these lines, this study is an attempt to bridge this gap in the literature that affects the Nigerian cooperative environment. Hence, with the help from extant literature reviewed, the research showed that Leadership has the ability to influence people to work willingly towards mutual objectives and also improves member commitment thereby enhances cooperative success, cooperative development and growth.

Materials and Methods

This study targeted members of multipurpose cooperative societies in Anambra State focusing on Anambra Central Senatorial Zone, in the south-eastern region of Nigeria. Anambra State was created on 27th August, 1991 from the old Anambra State. It derives its name from the Anambra River, which is a tributary of the River Niger. The state occupies a landmass of 4416 square kilometers (Encyclopedia Britannica). The state has 177 communities in 21 Local Government Areas (LGAs). The population of the state is about 4,182,032 with an estimated annual growth rate of 2.8%,]. In selecting the respondents, the researcher used survey research design to carry out the study in the seven local governments that made up Anambra senatorial zone that include; Awka North, Awka South, Njikoka, Anaocha, Idemili North, Idemili South and Dunukofia local area. (Ministry of trade, Commerce, Market & Wealth Creation, Anambra state, 2020).

To determine the number of multipurpose cooperative society to be included in the study, Taro Yamane sample size determination formula was adopted, giving us a total of 255 as sample size for Multipurpose Cooperative Societies with a total membership of 700 in the zones.

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

Table 1: Distribution of Membership Selection from Selected Multipurpose Cooperative Society

S/N	Name of Cooperative	Local Government Area	Town	Membership
1	Development Institute multi-purpose cooperative	Awka South	Awka	35
2	De Parach Multipurpose cooperative	Awka South	Awka	38
3	De Parach Multipurpose Cooperative Society Limited	Awka North	Isu Aniocha	14
4	Power holding multipurpose cooperative	Awka South	Awka	61
5	Property trust multipurpose cooperative	Awka South	Awka	17
6	Treasure home multipurpose cooperative	Awka South	Awka	13
7	Fruity Seed multipurpose cooperative	Awka North	Mgbakwu	19
8	Dotpay-Ifeifunaya multipurpose cooperative	Awka South	Awka	17
9	Eagle Landed multipurpose cooperative	Awka South	Awka	12
10	Chinemelu Nibo Multipurpose cooperative	Awka South	Nibo	25
11	Peace Mgbakwu Fug Multipurpose	Awka North	Mgbakwu	21
12	Idemili Urban Bus Multipurpose Cooperative Society Limited	Idemili South	Obosi	48
13	Ezeadi Ugbenu FMCS Ltd	Awka North	Ugbenu	32
14	Igwemma Achalla FMSC Ltd	Awka North	Achalla	62
15	Amansea Star FMSC Ltd	Awka North	Amansea	45
16	ADSi Multi-purpose Cooperative Society address	Awka South	Awka	36
17	NgeneUkwulu Multipurpose Cooperative Society	Dunukofia	Ukwulu	25
18	Eziamaka Nawgu Women Multipurpose Cooperative Society	Dunukofia	Nawgu	18
19	Kosisochukwu Umannachi Multipurpose cooperative society (MCS)	Dunukofia	Umannachi	15
20	Nwanne amaka Ifitedunu Multipurpose cooperative society (MCS)	Dunukofia	Ifitedunu	33
21	Productive hands Ukpo F.M. C. S Ltd	Dunukofia	Ukpo	34
22	Ezinauno Eziagu FMCS	Awka North	Achalla	35
23	Country Farmers Mgbakwu FMCS	Awka North	Mgbakwu	45
	Total			700

Source: Ministry of Trade and Commerce Anambra secretariat, cooperative Department

The second step included the selection of respondent members from each of the multipurpose cooperative societies, in the zone, using a proportionality factor such that the number of respondent members from each multipurpose cooperative society was proportional to the population of members in the multipurpose cooperative societies. The last step which is the third included a random selection of respondents from the members in each of the selected multipurpose cooperative societies. Sampling Technique and sample Size Determination used is complete enumeration technique which is called also Census method was used wherein each and every item in the universe/population is selected for data collection. Complete enumeration technique is preferred by the researcher in this research where little or no effort is saved by sampling such that the population is small and comprised of heterogeneous characteristic expected to provide. The source of data collection used for conducting the research was mainly from primary source.

Primary source: This refers to information gotten from the administered questionnaire to the respondents. A structured questionnaire was used as the suitable instrument for data collection considering the fact that it ensures uniformity, avoids ambiguity, errors, saves time and has a relatively high degree of standardization. Descriptive and inferential statistics were deployed in the analysis of data collected from respondents. The descriptive statistics tools that were involved are frequency and simple percentage to measure the demographic characteristic of respondents. The inferential statistics used regression analysis to determine the relationship between cooperative leadership and member commitment. Correlation analysis was used to measure the strength of the relationship between the hypotheses at a 5% level of significant.

The functional specification of the model is of which the form: To realize the objective of the study, the study was presented in a regression analysis that will model in favour of member commitment as the dependent variables and cooperative leadership style as independent variables.

Independent variable= Cooperative Leadership Style (CLS)

Dependent variable= Member Commitment (MC)

$$MC = f(\text{CLS}) \dots \dots \dots (3.1)$$

$$MC = f(\text{SL, OL, TL}) \dots \dots \dots (3.2)$$

The following ordinary least squares (OLS) regression equation would be employed to test the hypotheses:-

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e_i$$

Where:

Y = membership commitment

X₁ = Shared Leadership

X₂ = Open Leadership

X₃ = Leadership Trust

B₁-B₃ = Coefficient of the independent Variables

α = constant

e_i = Error Term

Apriori Expectation:

$$B_1 - B_3 > 0$$

It is presumed that the independent variables would positively influence membership commitment.

Results and Discussion

This section deals with the analysis of the data collected from the field survey. For the purpose of discussion,

Socio-Economic Profile of MCS Members

Age revealed that 8.3% of the respondents are between 18-30years, 52.9% of the respondents are between 31-40years, 18.0% of the respondents are between 41-50years while 20.8% of the respondents are between 51-60years. From the analysis the result shows that most respondents were within their active ages. However, the presence of other age groups indicated that the membership of cooperative societies fitted all ages of individual. Youths here in the study area are actively participating in cooperative activity which can be seen were 52.9% respondents between the ages of 31-40 years were the highest respondents.

With respect to Educational Qualification in the table, all the respondents had formal education. 72.9% of the respondents had secondary education while 20.1% of the respondents

had tertiary education. The education of the members of cooperative has great effect on their business activities especially banking transaction and the rate of adoption of new technology. More also, it is evident from this result that all category of people irrespective of their educational background can still participate as member of cooperative societies.

Cooperative experience as shown in the above table 4.1 showed that 3.1% of the respondents had 0-1 years of cooperative experience. 14.9% of the respondents had 2-5 years of cooperative experience. 17.3% of the respondents had 6-10 years of cooperative experience, 64.7% of the respondents had above 10 years of cooperative experience. It is evident that from this result that people with 10 years of experience would have more idea that coming together and as a group of people can achieve goals that none of them could achieve alone.

Table 2: Distribution of Socio Economic Profile of Members

Variable	Frequency (n = 2506)	Percentage (%)
Age (years)		
18-30	21	8.3
31-40	135	53.3
41-50	46	18.0
51-60	55	20.8
Gender		
Male	119	46.7
Female	136	53.3
Educational Qualification		
Primary	—	—
Secondary	186	—
Tertiary	69	—
Cooperative experience (Years)		
0-1	8	3.1
2-5	38	14.9
6-10	44	17.3
Above 10	165	64.7

Effect of Cooperatives Leadership Style and Member Commitment

Effect of shared leadership shows that all the variables met the theoretical mean threshold of 3.0, which is the established mean cut-off. Thus, the descriptive statistics suggests that shared leadership has influenced Members Attendance to Meeting and consequently enhances members’ commitment when a cooperative leader spread leadership functions to multiple or all team members, rather than giving instruction and commandment, Shared leadership foster the ability to participate in collaborative decision-making, influence, support team members, foster social inclusion that will motivate members towards commitment. Within a cooperative, no matter what the role, it shows that the expectation is that everyone is important and responsible for working together, the leader ought to be able to empower others, to be focused on purpose, and to participate in ensuring a healthy democracy. It is what co-operative are working to achieve with members in the cooperative through shared leadership.

With respect to influence of open leadership on members’ commitment, all the variables met the theoretical mean threshold of 3.0, which is the established mean cut-off. Thus, the descriptive statistics suggests that open leadership has enhanced members’ commitment. The leader provides guidance, direction and make members to be aware of the objectives, plan of the cooperative and also encourages feedback from members through a listening ear, takes their opinions into account which involves gathering of input from the subordinates and team members so everyone has a chance to contribute to the decision making before final decision is made which encourages member loyalty and member commitment. It shows that this Leadership style is characterized by the fact that the leader and the members work closely

together. They develop ideas together and implement them together. The leader and member complement each other in a way of building a strong relationship.

It was observed that all the variables construct that examine the influence of leadership trust met the theoretical mean threshold of 3.0. Thus, the descriptive statistics suggests that leadership trust have influenced members' commitment where a leader has integrity, self-awareness, courage, respect, empathy. When leaders are trusted by their team members, it creates a sense of loyalty and commitment to the society. Members are more likely to be engaged in their work, and go above and beyond to achieve the cooperative goals. Leaders honoring their promises over time, (no matter how small) can earn them an enviable reputation for dependability, reliability and trustworthiness. This, in turn, can help leaders to develop and deepen their working relationships with members toward their commitment to their cooperative. The observation showed that transparency makes leadership more approachable and encourages members' loyalty which will be shown through high performance and commitment that develops into a healthy team culture.

Regression Analysis Result

Table 3: Regression Result on cooperative leadership style and member commitment in Cooperative Societies in Anambra State, Nigeria

Model	B	Std. error	T	Sig.
Constant(C)	0.013	0.445	4.520	0.000
Shared leadership	0.258	0.056	4.581	0.000
Open Leadership	0.165	0.090	4.839	0.019
Leadership trust	0.242	0.087	4.775	0.006
R	0.912			
R ²	0.884			
Adj. R ²	0.805			
F-statistic	97.247	0.000		

Source: Field Survey, April 2023

Dependent Variable: Member commitment in Cooperative Societies

The regression results were used to assess cooperative leadership style and member commitment in Cooperative Societies in Anambra State, Nigeria. To test the extent to which the results of regression coefficients has an impact. This shall compare the R², Adj. R², F-statistic and the significant levels of the individual coefficients of the regression results.

The table 3 indicates that the regression lines has a positive intercept as presented by the constant (c) = 0.013. This means that if all the variables are held constant or fixed (zero), the Member commitment in Cooperative Societies will increases by 1.3%. The result also conforms to the a priori expectation. This states that the intercept could be positive or negative, so it conforms to the theoretical expectation (Gujarati, 2008).

In order to assess cooperative leadership style and member commitment in Cooperative Societies in Anambra State, Nigeria, the analysis was also done based on statistical criteria by applying the coefficient of determination (R²) and the F-test. In general, the joint effect of the explanatory variables-independent variables-in the model account for 0.884 or 88.4% of the variations in member commitment in Cooperative Societies in Anambra State, Nigeria. This implies that for 0.884 or 88.4%, of the variations in member commitment in Cooperative Societies in Anambra State, Nigeria are being accounted for or explained by the variations in Shared leadership, Open Leadership and Leadership trust.

The F-statistic shows that the combine effect of the variables of the regression coefficients is significant in enhancing member commitment in Cooperative Societies in Anambra State, Nigeria.

Test of Hypotheses

The t-test is used to know the statistical significance of the individual parameters at 10% significant levels. The result is shown on Table 4 below.

Table 4: Summary of t-statistic and their statistical significance

Variables	t-cal (tcal)	Sig.	RMK
Constant(C)	4.520	0.000	Statistically Significant
Shared leadership	4.581	0.000	Statistically Significant
Open Leadership	4.839	0.019	Statistically Significant
Leadership trust	4.775	0.006	Statistically Significant
F-statistic	97.247		

Source: Researchers computation

Summary of Findings

Findings to this study revealed that shared leadership has a significant relationship with member's attendance to meeting at 4.581 t_{cal} . Results also revealed that open leadership has significant relationship with member's involvement in decision making at 4.839 t_{cal} . Lastly, the study also revealed that leadership trust has a significant relationship with member patronage of the available services at 4.775 t_{cal} . The results as submitted and analyzed revealed that there is interaction between cooperative leadership variables and member commitment in cooperative societies. The results revealed that:

1. From hypothesis one, the result showed that shared leadership has statistically significant relationship with members' attendance to meeting in cooperative societies in Anambra State ($t_{cal}= 4.520$, $p\text{-value}<0.0.5$).
2. From hypothesis two, result indicates that there is statistically significant relationship on open leadership and member's involvement in decision making in Anambra state ($t_{cal}=4.839$, $p\text{-value}<0.05$).
3. From hypothesis three, result revealed that there is statistically significant relationship on leadership trust and member patronage of the available services in Anambra State ($t_{cal}=4.775$, $p\text{-value } 0.05$).

Conclusions and Recommendations

The research examined Cooperative Leadership Style and Member Commitment in Anambra State, Nigeria. The study revealed that multipurpose cooperatives combine two or more business activities of different types of cooperatives and aim to provide goods and services to members, to eliminate unwarranted profits of middlemen in trade or commerce and prevent the exploitation of weaker members of the society. The study revealed that female dominates in cooperative activities in the study area during the period of the study and are within their active ages 31-40 years. It is evident from this study that all categories of people irrespective of their educational background can still participate as member of cooperative societies. The study further revealed Shared leadership foster the ability to participate in collaborative decision-making, influence, support team members, foster social inclusion that will motivate members towards commitment and is in line with the work of Mathieu et al. (2015). It also revealed that in open leadership, leaders carry their members along by informing them about their cooperative's objective, goals and plans, including members opinion, ideas in the activity of cooperative and also accept their ideas in decision making which is collaboration with the work of Bakare et al. (2014) who studied Leadership and decision-making. The study revealed that increased levels of leadership trust may result in higher member patronage of the available services which is confirmed by the study of (Heyns & Rothmann,

2015). In conclusion, in demonstrating a positive relation between cooperative leadership style and member commitment, it further shows that cooperative leaders and members should have a common ground in sharing ideas, responsibility, benefit, risk and profit in cooperative leadership style which give members a sense of belonging and strengthen their commitment in achieving the cooperative goals in multipurpose cooperative in Anambra State Nigeria.

We, accordingly, recommend as follows:

- ❖ With respect to shared leadership, the study recommends that the cooperative member should adopt shared leadership because it has been found to have significant relationship with member's attendance to meeting.
- ❖ Open leadership should be practiced by the management team this is because it has been found to enhance member's involvement in decision making.
- ❖ Leadership trust should be inculcated into all members by leaders through being transparent, accountable and keeping to their words and this will help improve member patronage of the available services.

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