

# **LEADER BEHAVIOUR AS CORRELATE OF PERFORMANCE OF CO-OPERATIVE SOCIETIES IN LAGOS METROPOLIS, NIGERIA**

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## **Abstract**

*A leader in any group should have an understanding of the group led, what motivates them and their personal needs among others. This is based on the general assumption that the success or failure of an organization depends on the part played by the subsets of the organization. This study investigated leader behaviour as it relates to the performance of co-operative societies in Lagos State, Nigeria. The study population comprised all co-operative societies registered with Lagos State Co-operatives as at 2011. Ex-post facto survey research design was adopted. Three hundred and eighty-one (381) respondents were selected using multi-stage sampling procedure. Questionnaire was used to elicit data and these were analyzed using descriptive statistics while Spearman Rank Order Correlation Coefficient and Regression Analysis were used to test the hypotheses at 0.05 level of significance. Major findings of the study revealed that: leaders of co-operative societies in Lagos State exhibit both people-oriented and task-oriented leader behaviour; People-oriented (PO) behaviour has positive and significant relationship with performance of co-operative societies. Based on these findings, the study recommended among others that leaders of co-operative societies should endeavour to understand the critical factors that affect performance of the group and the strategic behaviours to be adopted to address them.*

*Keywords: Leader Behaviour, Co-Operative Societies, Performance, Task-Oriented, People-Oriented*

## INTRODUCTION

A co-operative society is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations. Its values are based on self-help, self-responsibility, democracy, equality, equity and solidarity. For any group to function as a co-operative society it must abide by the principles and values as identified by the International Co-operative Alliance (ICA) in 1995. This is necessary to ensure effective performance of such co-operative.

For these principles to be observed rigidly as required there is the need to have a disciplined leader who should be able to influence and direct the activities of the other members of the society. The members of the group need to be encouraged to act together, which is the essence of association. To ensure performance in any co-operative society, there must be unity of purpose and direction. In this regard, it is the duty of the leader to set the pace which members will follow. The leader is expected to ensure that all members adhere to their bye laws, know their rights, duties and responsibilities and be able to enforce them when the need arises. In essence the behaviour of the leader has so much to contribute to the activities and attitude of members. The performance of any organization is influenced by factors such as leaders and the members of the group. Olesin (2007) reports that it is only a well-managed co-operative that can ensure performance and when well run, will provide a pool of funds from which individual members can take loans to meet their needs; and that good management is a pre-requisite for well-being of members, in essence, performance.

### **Performance of Co-operative Societies and their Contributions to Development**

Performances of co-operative societies have been recognized an effective tool for poverty eradication, wealth creation, job creation and rural development. The inefficiency in the administration of Local Governments in implementing economic policies has created huge responsibilities on the co-operative societies to rank among major contributors in driving the local economic development in their different areas of operation. According to Gertler (2001) co-operative societies are community-based, rooted in democracy, flexible, and have participatory involvement, which makes them well suited for economic development.

Co-operative societies have played major roles in the social, economic and political lives of both developing and developed countries of the world. They have been effective tools for poverty eradication, wealth creation, job creation and rural development, and sources of Small and Medium Enterprises (SMEs) financing. Co-operatives are potentially instrument of social transformation, especially in rural areas (Asaolu, 2004). Lawal (2006:151) highlighted some economic importance of co-operative society which he argues needs no propaganda. These

*are: that it creates opportunities to build capital to finance investments through gradual savings; creation of employment opportunities; contribution to commercial growth and development of the country through business venture undertakings and small scale enterprises financing; contribution to national output through massive production of goods and services; trains co-operative leaders as good community leaders through training and skill acquired from the democratic principles and co-operative practices, among other benefits.*

Co-operative societies inculcate the habit of savings in members. In addition to equipping members to utilize credit, technological packages and government services, co-operative education assists members in making qualitative contributions to decision making in the groups (Ifenkwe, 2007). For employment creation and maintenance, Co-operatives have provided over 100million jobs around the world, 20% more than multinational enterprises (ICA, 2002) and are the second largest employers of labour, after government.

There is consensus among international organizations like ILO, ICA, European Union (EU) and United Nations (UN), that co-operative enterprise is one of the few forms of organizations that can meet all forms of poverty. The argument is based on the belief that co-operative enterprise has the capacity of identifying economic opportunities for the poor; empowering the disadvantaged to defend their interests; and providing security to the poor by allowing them to convert individual risks to group risks. In this regard, the co-operative is being presented as a pre-condition against poverty and exclusion, especially in Africa (Birchall 2003).

In Nigeria, Co-operative societies have improved the lives of many of their members. For instance the Ministry of Finance Multipurpose Co-operative Society has affected the lives of members and the economy of Lagos in general. Loans are made available to members to help attend to their individual needs ranging from owning houses, paying rents and school fees, capital for investments of all sorts, to attending to social needs (Ade'Dunia, 2011). In a study conducted by Oyewole in Ogbomosho on housing development financing by co-operative societies, it was discovered that 58% of the members of the co-operative societies studied have completed their own houses, while 28% of them have their houses under construction (Oyewole, 2010).

### **Leader Behaviour Dimensions**

Leader behaviour is an act and/or attitude exhibited by a leader which influences the group to achieve set goals. It is the behaviour of an individual in directing the activities of a group towards a shared goal. The goal of any organization is not only to survive, but also to sustain its existence by improving performance. Ohio State University in the 1950's introduced two dimensions - consideration or people-oriented structure, and initiating structure or task

orientation. In line with this dimension, the managerial grid developed by Blake and Mouton (1964) identify two dimensions: concern for production and concern for people. All these classifications are either job related or interpersonally related.

Relations (people)-oriented leader behaviour – this is the behaviour which indicates that a leader trusts, respects and values a good relationship with members. Relations-oriented leaders are more concerned with developing close, interpersonal relationships. According to Arana et al (2009), relations-oriented leader behaviour is the approach in which the leader focuses on the satisfaction, motivation and the general well-being of the team. Relations-oriented leaders demonstrate an understanding of their employees' problems. They help to develop their employees' careers. According to Yukl (2006), relations-oriented leader behavior includes supporting behaviour, developing behaviour, and recognizing behaviour.

Task-oriented leadership behaviour - is the behaviour which ensures that work is done and members perform their jobs in an acceptable manner. Task-oriented leaders are primarily concerned with reaching goals. Task-oriented leaders provide their employees with the necessary motivation, equipment, supplies, and technical assistance for completing the task (Northouse, 2010). Task-oriented behavior include clarifying roles and objectives, monitoring individual performance and operations, and short-term planning (Yukl, O'Donnell, and Taber, 2009).

### **Leader behaviour and performance**

An excellent leader not only inspires subordinates' potential to enhance efficiency but also meets their requirements in the process of achieving organizational goals (Lee and Chuang, 2009). Kouzes and Posner (2010) in their studies observe that a leader's behaviour explains nearly 25 percent of the reason that people feel productive, motivated, energized, effective, and committed in their work places. Since there is a relative direct connection between employees, their productivity, and the organization's performance (Wang and Shyu, 2008), it is essential for leaders to maintain a positive work environment to maximize and enhance their employees' efforts to reach organizational efficacy. However, the effects of leadership on organizational performance have not been well studied. House and Aditya's review (1997) criticized leadership studies for focusing excessively on superior-subordinate relationships and excluded several other functions that leaders perform, and to the exclusion of organizational and environmental variables that are crucial to mediate the leadership-performance relationship.

In establishing relationship between leader behaviour and performance, it is evident that although some scholars believe that leader behaviour enhances organizational performance

while others contradict this, different concepts of leadership have been employed in different studies, making direct comparisons virtually impossible.

### **Statement of the Problem**

The well-being of members as articulated in co-operatives' formation and principles requires that leaders understand the needs of the members in the group. The understanding of the group and what motivates them among others are all geared towards the societies' performance and satisfaction of the individual members' needs. Leaders are expected to exhibit behaviour which should ensure that the set objectives of the societies are achieved. The foregoing notwithstanding, research involving issues that influence performance in co-operative societies in Nigeria still appears to be neglected. The review of co-operatives literature reveals that studies on the economic and social benefits of co-operatives, co-operative and community development, and problems of co-operative societies among others, took the center stage, while the motivation behind these performances have received limited empirical attention as a field of study. Understanding the behaviour of leaders as they influence performance in co-operative societies is the main concern of this research work.

### **Purpose of the Study**

The main aim of this study is to assess the relationship between leader behaviour and performance of co-operative societies in Lagos State.

Specifically, the objectives are to:

1. Identify leader behaviour that is prevalent among managers of the co-operative societies as perceived by members.
2. Examine the relationship that exists between people-oriented leader behaviour and performance of co-operative societies.
3. Identify the relationship between task-oriented leader behaviour and performance of co-operative societies.

### **Hypotheses**

The following hypotheses were tested based on the research questions:

1. There is no significant difference in the prevalence of people-oriented leader behaviour and task-oriented leader behaviour of co-operative societies.
2. People-oriented leader behaviour will not significantly influence performance of co-operative societies in key areas of their operation.

3. There is no significant relationship between task-oriented leader behaviour and performance of co-operative societies in key areas of their operation.

## **METHODOLOGY**

Ex-post facto survey research design was employed in this study. The population for the study is 1,690 co-operative societies registered with the Department of Co-operatives, Lagos State as at 2011. This is the most recent available list of the societies as at the time of study.

Multi-stage sampling procedure was employed. Stage 1 involved the use of table of sample size by Krejcie and Morgan (1970). This table is used when the population of study is finite, just as in the current study. The table suggests a sample size of 313 societies out of the total population of 1,690.

In stage 2, the 313 societies were selected using the systematic random sampling technique. This technique involved listing out and numbering the 1,690 registered societies and picking the society sample at an interval of five societies. Stage 3 involved selection of subjects in the 313 selected co-operative societies. The population of members of the 313 societies was 61,360 members. Again, Krejcie & Morgan's Table of Sample Size gave an estimated sample size of 381 members, sample size significant at 95% level of confidence. The 381 member sample was drawn from the 313 societies using the stratified proportionate sampling technique.

Questionnaire was used to elicit data. The Leader Behaviour Description Questionnaire (LBDQ) by Stogdill (1963) was adopted for the study. The validity of the instrument was ascertained with the help of experts. A sample study was conducted prior to the main study to identify and possibly eliminate any potential problem that could have negative effect on the main study. It was also used to test the instruments and the analytical tools used in the main study. The reliability of the instrument was conducted using Cronbach's Alpha Reliability test which gave 0.8.

For the quantitative method, data from completed questionnaire was screened, coded and analyzed using Statistical Packages for the Social Sciences (SPSS). The valid responses were used in the analysis. Data was analyzed using descriptive statistics. Spearman's Rank Order Correlation Coefficient was used to analyze relationships among variables and to test hypotheses while Multiple Regression Analysis and t-test were used to examine the extent of relationship of the variables in the hypotheses.

## ANALYSIS AND RESULTS

Table 1: Frequency Distribution Showing the Respondents' Perception on their Leaders People-oriented (PO) Behaviour

People-oriented Leader behaviours	A		B		C		D		Total	
	N	(%)	N	(%)	N	(%)	N	(%)	N	(%)
<b>Our Leader:</b>										
1. Does pleasant things to encourage members	231	60.63	95	24.93	41	10.76	14	3.67	381	100
2. Is easy to understand	195	51.18	117	30.71	54	14.17	15	3.94	381	100
3. Find time to listens to group members	252	66.14	103	27.03	18	4.72	8	2.1	381	100
4. Does not look out for Personal welfare of members	38	9.97	38	9.97	62	16.27	243	63.78	381	100
5. Acts without consulting the group	27	7.09	29	7.61	82	21.52	243	63.78	381	100
6. Backs up members in their actions	102	26.77	135	35.43	115	30.18	29	7.61	381	100
7. Treats all group members as equal	244	64.04	94	24.67	26	6.82	17	4.46	381	100
8. Is not willing to make change	79	20.73	30	7.87	52	13.65	220	57.74	381	100
9. Is friendly and approachable	314	82.41	50	13.1	11	2.89	6	1.57	381	100

From Table 1 above, 231 (60.63%) of the respondents perceived that their leaders are doing pleasant things; 321 (81.89%) said their leaders (always and often) are easy to understand. Again, 355(93.17%) of members said that their leaders (always and often) find time to listen to group members. Also, 243 (63.78%) were seen as leaders who look out for the welfare of their members. Good proportion of leaders 242 (63.78%) were perceived not to act without consulting group members; 352 (92.39%) were seen as leaders, who (always, often and occasionally) back up members in their actions. Large proportions of leaders 244 (64.04%) were seen as leaders who treat all group members as equal. While 220 (57.74%) were seen to be willing to make changes. Greater proportions of leaders 314 (82.41%) are perceived to be friendly and approachable.

Table 2: Frequency Distribution Showing the Respondents' Perception on their Leaders Task-oriented Behaviour

S/N Task-oriented Leader Behaviours	A		B		C		D		Total N (%)
	N	(%)	N	(%)	N	(%)	N	(%)	
<b>Our leader:</b>									
1. Tries out new ideas with the group	145	38.06	121	31.76	104	27.30	11	2.78	381 100
2. Rules with iron hand	23	6.04	31	8.14	113	29.66	214	56.17	381 100
3. Criticizes poor work	148	38.85	87	22.83	100	26.25	46	12.07	381 100
4. Assigns group members to a particular task	146	38.32	134	35.17	75	19.69	26	6.2	381 100
5. Is our spokesperson of the group	157	41.21	109	28.61	94	24.67	21	5.51	381 100
6. Maintains definite standard of performance	257	67.45	95	24.93	23	6.04	6	1.57	381 100
7. Emphasizes meeting of deadlines/set goals	211	55.38	122	32.02	43	11.29	5	1.31	381 100
8. Does not ensure that members follow Standard rules	52	13.65	12	3.15	41	10.76	276	2.44	381 100
9. Lets members know what is expected of them	273	71.65	71	18.64	16	4.20	21	5.51	381 100

According to Table 2, 370 (97.12%) of the leaders were perceived to be trying out new ideas (always, often and occasionally). Leaders, 327 (85.83%) were perceived not to be ruling with iron hand; 148 (38.85%) were perceived to always criticize poor work while 100 (26.25%) occasionally criticized poor work. In addition, 280 (89.6%) of the leaders were perceived to assign group members to particular task. Also, 266 (75.6%) of leaders were perceived to be spokespersons of the group. In addition, 257 (67.45%) were seen to maintain definite standards of performance while 333 (87.4%) emphasize the meeting of deadlines/set goals. Also, 276 (72.44%) were seen as leaders, who ensure that group members follow standard rules and regulations. While 273 (71.65%) of the leaders let group members know what is expected of them.

Table 3: Observed Proportions for Performance of Co-operative Societies in Key Areas of their Operations

	Meeting members objectives for joining the society			Availability of funds and other facilities					Level of satisfaction of members on society's activities			
	LM	M	FM	NM	AA	OA	OcA	NA	HS	MS	LS	NS
N	211	111	51	8	272	65	32	12	195	137	39	10
%	55.38	29.13	13.39	2.10	71.39	17.06	8.40	3.15	51.18	35.96	10.24	2.62

Key: Largely Met (LM), Met (M), Fairly Met (FM), Not Met (NM); Always Available (AA), Often Available (OA), Occasionally Available (OcA), and Never Available (NA); Highly Satisfied (HS), Moderately Satisfied (MS), Lowly Satisfied (LS), and Not Satisfied (NS).

Table 3 shows that 211(55.38%) of the members said their objectives for joining the group were largely met; 111(29.13%) said their objectives for joining the group were met; 51(13.39%) said their objectives for joining the group were fairly being met, while the remaining 8(2.10%) said their objectives for joining the group were not met. Also, 272(71.39%) of the members said the funds and other facilities were always available; about 165(7.06%) said the funds and other facilities were often available; 32(8.4%) said the funds and other facilities were occasionally available while the remaining 12(3.15%) said the funds and other facilities were never available. Respondents, 272(71.39%), who said that funds and other facilities are always available, exceeded the expected proportion of 95.3. In addition, 195(51.18%) of the members said they were highly satisfied with the manner of release of the available funds and other facilities; 137(35.96%) said they were moderately satisfied with the manner of release of the available funds and other facilities; 39(10.24%) said they were lowly satisfied with the manner of release of the available loans and other facilities while the remaining 10(2.62%) said they were not satisfied with the manner of release of the available funds and other facilities.

Table 4: Group Statistics for Prevalence of People-oriented and Task-oriented Leader behaviour Dimensions

	Leader Behaviour Dimension	N	Mean	Std. Deviation	Std. Error mean	df	t cal	Sig. 2-Tailed (p)
Means	People-oriented Leaders (PO)	9	2.1778	.92650	.30883	16	0.1523	0.8808
	Task-oriented Leaders (TO)	9	2.1167	.76842	.25614	15.47	0.1523	0.8809

Alpha level = 0.05 tcal = 0.1523 not significant;  $p > 0.05$

From Table 4 above, a *t* test failed to reveal a statistically reliable difference between the mean of People-oriented behaviour ( $M = 2.1778$ ,  $SD = 0.92650$ ) and that of the Task-oriented behaviour ( $M = 2.1167$ ,  $SD = .76842$ ), *df* (16), *t*cal = 0.1523,  $p = 0.8808 > 0.05$ . Therefore, the hypothesis that *there is no significant difference in the prevalence of people-oriented and task-oriented leaders of co-operative societies* is accepted. This means that there is no significant difference in the prevalence of people-oriented and task-oriented leaders of co-operative societies.

Table 5: Correlation of People-Oriented Leader behaviour and Performance Indicators

S/N	Meeting Members' Objectives	Availability of Funds/facilities	Level of Satisfaction with Societies Activities	People-oriented Behaviour
1. Meeting members' objectives	1.000			
2. Availability of Funds/facilities	.253**	1.000		
3. Level of Satisfaction of members with Societies activities	.256**	.549**	1.000	
People-oriented behaviour	.317**	.221**	.221**	1.000

\*\* Correlation is significant at the 0.01 level (2 tailed)

Table 5 shows positive and significant correlation between overall people-oriented leader behaviours and performance indicators (meeting members' objectives, availability of funds/facilities, and level of satisfaction of members with societies activities). This contradicts the above stated hypothesis that "*There is no significant relationship between People-oriented leader behaviour and performance of co-operative societies in key areas of their operation.*" Hence, this hypothesis is rejected implying that there is significant relationship between People-oriented leader behaviour and performance of co-operative societies in key areas of their operation.

Table 6: Model Summary and Regression ANOVA (b) for F-test showing People-oriented Leader Behaviour and Meeting Members' Objectives

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std Error of the estimate	Sum of sq	df	Mean sq	F	sig.
1	.429(a)	.184	.167	.70829	Regression	42.186	8	5.273	10.511
					Residual	186.62	372	.502	(p<0.05)
					Total	228.808			

a) Predictors: (Constant) people-oriented leader behaviour

b) Dependent Variable: meeting members' objectives

From the regression on Table 6, the coefficient of determination ( $R^2$ ) is 0.184, implying that about 18.4% of the variation in meeting members' objective for joining the group is explained by the collective effect of the independent variables. The  $F$ -statistic (10.511) is highly significant ( $p=0.000<0.05$ ). Hence, the model perfectly fits the data

Table 7: Model Summary and Regression ANOVA (b) for F-test showing people-oriented leader behaviour and Availability of Funds and other Facilities

Adjusted Model	Std Error R	R <sup>2</sup>	R <sup>2</sup>	Sum of of the estimate	Mean sq	df	sq	F	sig.
1	.283(a)	.080	.068	.64406	Regression 13.519	5	2.702	6.518	.000(a)
					Residual 155.557	375	.415		(p<0.05)
Total	169.076	380							

a) Predictors: (Constant), people-oriented leader behaviour attributes

b) Dependent Variable: Availability of Funds and other Facilities

From the regression, the coefficient of determination ( $R^2$ ) is 0.080, implying that about 8.0% of the variation in availability of loans/facilities is explained by the collective effect of the independent variables. The  $F$ -statistic (6.518) is highly significant ( $p=0.00<0.05$ ), hence, the model perfectly fits the data.

Table 8: Model Summary and Regression ANOVA (b) for F-test showing people-oriented leader behaviour and Level of satisfaction of members on society's activities

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std error of the estimate	Sum of sq	df	Mean sq	F	sig.
1	.306(a)	.093	.081	.63964	Regression 15.823	5	3.165	7.735	.000(a)
					Residual 153.426	375	409		(p<0.05)
					Total 169.249	380			

a) Predictors: (Constant), leader behaviour parameters.

b) Dependent Variable: Level of satisfaction of members on societies activities

From the regression, the coefficient of determination ( $R^2$ ) is 0.093, implying that about 9.3% of the variation in members' satisfaction is explained by the collective effect of the independent variables. The  $F$ -statistic (7.735) is highly significant ( $p=0.00<0.05$ ), hence, the model perfectly fits the data.

Table 9 Correlation of Task-Oriented Leader behaviour and Performance Indicators

S/N	Meeting Members' Objectives	Availability of Funds/facilities	Level of Satisfaction with Societies Activities	task-oriented Behaviour
1. Meeting members' objectives	1.000			
2. Availability of funds/facilities	.253**	1.000		
3. Level of Satisfaction with Societies	.256**	.549**	1.000	
<b>Task-oriented behaviour</b>	.262**	.152**	.091**	1.000

\*\* Correlation is significant at the 0.01 level (2 tailed)

Table 9 shows positive and significant relationship between overall task-oriented leader behaviour and performance indicators (meeting members' objectives, and availability of funds/facilities). However, there is no significant association between overall task-oriented leader behaviours and level of satisfaction of members with society's activities. This shows partial correlation between task-oriented leader behaviours and the key performance indicators collectively. Nevertheless, since there is positive correlation with two out of the three performance indicators, this test also contradicts the stated hypothesis that "*There is no significant relationship between task-oriented leader behaviours and performance of co-operative societies in key areas of their operation.*" Hence, this hypothesis is rejected meaning that relationship exists between task-oriented leader behaviours and performance of co-operative societies in key areas of their operation.

Table 10: Model Summary and Regression ANOVA (b) for F-test showing Task-oriented leader behaviour and Meeting members' Objectives

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std Error of the estimate		Sum of sq	df	Mean sq	F	Sig.
1	.478(a)	.228	.218	.68627	Regression	52.196	5	10.439	22.165	.000(a) (p<0.05)
					Residual	153.426	375	.409		
					Total	228.808	380			

Predictors: (Constant) task-oriented leader behaviour attributes

b) Dependent Variable: meeting Members' objectives

From the regression, the coefficient of determination ( $R^2$ ) is 0.228, implying that 22.8% of the variation in meeting members' objective for joining the group is explained by the collective effect of the independent variables. The  $F$ -statistic (22.165) is highly significant ( $p=0.00<0.05$ ), hence, the model perfectly fits the data.

Table 11: Model Summary and Regression ANOVA (b) for F-test showing Task-oriented Leader Behaviour and Availability of Funds and other Facilities

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std Error of the estimate		Sum of sq	df	Mean sq	F	Sig.
1	.313(a)	.098	.086	.63768	Regression	16.590	5	3.318	8.160	.000(a) (p<0.05)
					Residual	152.486	375	.407		
					Total	169.076	380			

a )Predictors: (Constant), task-oriented leader behaviour attributes

b) Dependent Variable: Availability of funds/facilities

From the regression, the coefficient of determination ( $R^2$ ) is 0.098, implying that about 9.8% of the variation in the availability of loans and other facilities are explained by the collective effect

of the independent variables. The  $F$ -statistic (8.160) is highly significant ( $p=0.00<0.05$ ), hence, the model perfectly fits the data.

Table 12: Model Summary and Regression ANOVA (b) for F-test showing Task-oriented Leader Behaviour and Level of satisfaction of members on society's activities

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	Std Error of the estimate		Sum of sq	df	Mean sq	F	Sig.
1	.332(a)	.110	.103	.63194	Regression	18.695	3	6.232	15.604	.000(a) ( $p<0.05$ )
					Residual	150.555	377	.399		
					Total	169.249	380			

a) Predictors: (Constant), task-oriented leader behaviour

b) Dependent Variable: level of satisfaction

From the regression, the coefficient of determination ( $R^2$ ) is 0.110, implying that about 11% of the variation in the variation in members' satisfaction is explained by the collective effect of the independent variables. The  $F$ -statistic (15.604) is highly significant (0.00), hence, the model perfectly fits the data.

## DISCUSSION OF FINDINGS

The result of this study reveals that managers of co-operative societies in Lagos State exhibit both people-oriented and task-oriented leader behaviour. This is supported by Ohio State University and Michigan University researches which concluded that there is no single "best" style of leadership. They essentially argue that leaders should engage in a healthy dose of both task-oriented and relationship-oriented leadership fit for the situation (Griffin and Ricky, 2010). Howell & Shamir (2005) and Bass (1990) have also found that no single leader behaviour is universally effective. The finding of this study supports the situational theory which asserts that no single way of behaving works in all situation, but appropriate behaviour is a function of circumstances at a given time; and that situation influences a leader's behaviour just as it moderates the effect of a leader's trait. The result corroborates Hersey and Blanchard (1988) who classified leader behaviour along two dimensions: initiating structure and consideration in situational leadership theory. Their studies proposed that leaders should vary their behaviour according to situations on ground (Andrew, 2004).

The study also shows a significant and positive relationship between people-oriented leader behaviour and performance of co-operative societies in key areas of their operations. These results confirm Burke, Stagl, Klein, Goodwin, Salas, Halpin's (2006) finding which concludes that task-oriented leadership and relationship-oriented leadership produce relatively similar perceived team effectiveness; however, actual team productivity was higher for

relationship-oriented led teams than for task-oriented teams. But the finding contradicts Shooshtarian and Amini's (2012) finding which found that there is no significant relationship between consideration (people-oriented leader behaviour) and performance (return on investment).

The study reveals that there is significant relationship between task-oriented leader behaviour and performance of co-operative societies in key areas of their operations. The findings are corroborated by Shooshtarian and Amini's (2012) study which observes that initiating structure (task-oriented) leader behaviour is significantly related with performance (return on investment). The result is also in line with Arana, Chambel, Curral & Taberero's (2009) work which observes that task-oriented leaders create greater group efficiency. The study contradicts Okafor's (2008) study which confirms that leaders who have less work related concern and more employee related concerns are preferred by workers and have better performance. The result is also in contrast to Burke, Stagl, Klein, Goodwin, Salas, Halpin's (2006) work which observes that actual team productivity was higher for relationship-oriented led teams than for task-oriented led teams.

## CONCLUSION AND RECOMMENDATIONS

The study was to correlate leader behaviour to the performance of co-operative societies in Lagos State. The results of the study reveal that leader behaviour (people-oriented and task-oriented) has significant and positive relationship with performance. Also, the findings show the need for leaders to constantly relate with members to understand their feelings and needs and work towards ensuring that these needs are met. Based on the findings, following recommendations are advanced:

1. Leaders of co-operative societies should apply the mix of people-oriented and task-oriented leader behavior but with due consideration to the needs of the members. Since it has been established that all situations are never the same, leaders should ensure that they interchange their behaviours to match each situation they encounter.
2. Efforts should be made by leaders of co-operative societies to understand the critical factors that affect the performance of group members and the strategic options (behaviours) to be adopted to address them. Human beings are unpredictable hence, the need to understand the individual differences, the likes and dislikes option, needs and aspirations, to be able to apply the correct mix.
3. Co-operative society leaders and members as well should appreciate the indicators of people-oriented and task-oriented leader behaviour which may enhance or hinder society's performance and adjust their actions to align appropriately. There should be more and

frequent education through seminars among others to enlighten members, leaders and other stakeholders of the societies for communication to flow on the same level.

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