

Effect of Management Theory on Leadership in Co-Operative Societies in Enugu State

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Abstract: *This study examined the effect of management theory on leadership in co-operative societies in Enugu State, Nigeria. Two specific objectives guided this study and they sought to: ascertain the extent the application of management theory by co-operative management enhance co-operative spirit within the co-operative complex in Enugu State and determine the extent the impact of management theory on co-operative management ensures the sustenance of co-operative societies in Enugu State. The study adopted a survey research design as it has to do with issues of the economy and contemporary events of registered co-operative societies. The population of the study comprised of two hundred and twelve (212) members of twelve (12) registered primary multipurpose co-operatives societies randomly selected within Enugu Metropolis. The entire population was taken as the sample size and all the 212 members were sampled. Data were collected through a structured questionnaire and presented in tables and analyzed using simple percentages. Formulated null hypotheses were tested using chi square statistical tool at 0.05 level of significance. The study found out among other things that: the application of management theory by co-operative management enhances co-operative spirit within the co-operative complex in Enugu State and that the impact of management theory on co-operative management ensures the sustenance of co-operative societies in Enugu State. It was concluded that that the application of management theory by co-operative management enhances co-operative spirit within the co-operative complex in Enugu State. The impact of management theory on co-operative management ensures the sustenance of co-operative societies in Enugu State. Recommendations were made among other things that: there is need for co-operatives to imbibe the rudiments of management through management theory. This will bring about effective and efficient management within the co-operative complex and the principle of democratic management or member democratic control should always be intact. This will guarantee and enhance the co-operative spirit within the co-operative complex. So doing, members' commitment will be felt.*

Keywords: *Management Theory, Leadership, Co-operative Societies*

Background of the Study

Over the years, much literature has been churned out regarding the appropriate or best approach to management. Some writers have argued that a particular method is necessary to bring out the best in employees and achieve organizational goals while others have posited that a combination of these approaches might be more suitable in managerial quest of productivity and excellence. The introduction of these approaches to African countries, especially Nigeria, has proved problematic because of difference in culture and values of Nigerians relative to the western countries where these approaches were developed. Environmental and socio-cultural factors also contribute to these differences (Fashoyin, 2005; George, Owoyemi & Kuye, 2012; George, Kuye & Onokala, 2012). Management and Leadership must go hand in hand. They are not the same thing. But they are necessarily linked, and complementary. Any effort to separate the two is likely to cause more problems than it solves. Still, much ink has been spent delineating the differences. The manager's job is to plan, organize and coordinate. The leader's job is to inspire and motivate, (Ololube, 2013). It is often found that the failure of a team can be traced back to its leadership. "The performance of each role contributes to collective success. This means that the causes of team failure may reside not only in member inability, but also in their collective failure to coordinate and synchronize their individual contributions. This indicates that a lack of proper leadership and guidance may be the root cause to a majority of team failures due to performance (Zaccaro, Rittman & Marks, 2001).

During the formation of teams, there is an intertwining of personalities, proficiencies and motivations. In just a short time, teams can be expected to perform in a variety of complex and highly dynamic environments. Leadership within these highly dynamic teams is expected to establish, define and communicate team goals and outline the structure by which these goals will be accomplished. There are many different techniques and leadership styles that can and have been employed in order to achieve the desired results. One of the more popular leadership styles that we will discuss further is Transformational Leadership. Transformational leaders act as a role model among team members by sharing creative ideas and knowledge to facilitate working cooperatively and efficiently (Choi, Kim & Kang, 2017).

Co-operatives are designed as a means by which groups of people could gain economic advantages that individually they could gain not (Birchall, 2005). Based on the above definitions and descriptions, it could be deduced that in an era when many people feel powerless to change their lives, co-operatives represent a strong, vibrant, and viable economic alternative (Develtere, Pollet & Wanyama, 2014).

Statement of Problem

Organizations spend large amount of money in putting together some effective managerial skills. This is not unconnected with the monumental task that faces managers of such organizations when they are hired. Besides, research on management's leadership style and organizational performance are limited and most staff do not know adequately about management's leadership style and the rudiments for effective and effective co-operative management. Many organizations nowadays have considerable leadership problems and the style to be adopted in leading staff for optimum performance and evaluation. Over the years, organizations have faced the bureaucratic leadership. Consequently, many leadership ideas within the last century have affected the general effectiveness of organization's productivity. Leadership has characteristics that distinguish it as a dynamic symbolic movement where every employee looks up to for adjustment when necessary. These characteristics explain the vital sensitive and proper positioning of leaders in organization.

The absence of effective leadership is a serious problem facing co-operative societies in Nigeria. It is obvious that the resultant outcome is low performance, poor staff performance, absence of motivation, poor growth and development as well as output of the co-operative which in most cases leads liquidation.

In view of the above, it's pertinent to note that any organization devoid of effective leadership, will obviously not survive the taste of time.

Objectives of the Study

The broad objective of the study was to examine the effect of management theory on leadership in co-operative societies in Enugu State, Nigeria. The specific objectives were to:

1. Ascertain the extent the application of management theory by co-operative management enhance co-operative spirit within the co-operative complex in Enugu State.
2. Determine the extent the impact of management theory on co-operative management ensures the sustenance of co-operative societies in Enugu State

Research Questions

1. To what extent will the application of management theory by co-operative management enhance co-operative spirit within the co-operative complex in Enugu State?
2. To what extent will the impact of management theory on co-operative management ensures the sustenance of co-operative societies in Enugu State?

Statement of Hypotheses

The following null hypotheses guided the study

1. The application of management theory by co-operative management does not enhance co-operative spirit within the co-operative complex in Enugu State.
2. Impact of management theory on co-operative management does not ensure the sustenance of co-operative societies in Enugu State.

Conceptual Framework

Co-operative

Onuoha (2017) asserts that co-operatives are business of patrons whose motives are to obtain the goods and services they require at cost through their joint undertakings. Epetimehin (2016) views co-operative enterprise as a business owned and controlled by the people who use its services. They finance and operate the business or service for their mutual benefit. By working together, they can attain an objective that would have been unattainable if acting alone. Akinwunmi (2016) asserts that co-operatives depend on the unified efforts of large numbers of small individuals. Cobin (2016) reveals that co-operative efforts have existed throughout history. Since the early days, man cooperated with others to help kill large animals for survival and so as to achieve the objectives that they could not have achieved if they worked individually. Cooperation has occurred throughout the world. Ancient records show that the Babylonians practiced cooperative farming and that the Chinese developed savings and loan associations similar to those in use today. In North America, clearing land in preparation for the planting of crops, threshing beans, and dam raisings all required cooperative efforts. In the United States, the first formal co-operative business is assumed to have been established in 1752, almost a quarter-century before the Declaration of Independence was signed (Amara, Rotich & Wicliffe, 2017).

Co-operatives are designed as a means by which groups of people could gain economic advantages that individually they could gain not (Birchall, 2005). Based on the above definitions and descriptions, it could be deduced that in an era when many people feel powerless to change their lives, co-operatives represent a strong, vibrant, and viable economic alternative (Develtere, Pollet & Wanyama, 2014). Co-operative may be viewed as a self-help organization. Co-operative societies are institutions within whose framework co-operation or joint activities by people take place in a formalized, long-term, deliberate and, to a great extent, specific form in the social and especially economic spheres of human endeavour. The modes of practices of operation in reality may show variations regarding details, but certain general guidelines are internationally expected to be observed (Chukwu, 1990).

Berko (1987) defines co-operative society as “a voluntary and democratic association of persons with variable membership and variable capital whose members pooled themselves and their resources together on mutual and self-help basis to form a business enterprise which seeks to solve the socio-economic problems(s) of these members by directly providing goods and services to them in their capacity as either the owner/customer or owner/employee of the co-operative enterprise. In the opinion of Onyeze, Ebue and Ike (2014), co-operatives have joint action by the group towards attainment of the group’s goals through economic betterment of her members and mutual help.

From the foregoing, co-operatives can be described as an economic and socio-political institution that allow for freedom of membership devoid of cohesion and pursue economic activities to promote the interest of its members who also use its services. Cooperation embodies the spirit of working together to achieve a common goal. A co-operative could be a producer, marketing, farming, savings and credit cooperative, among others.

Some Cardinal Features of Co-operatives

From the definition and Values of Co-operation, one can ascertain several cardinal characteristics or features of genuine co-operatives, not fake ones, or officialized and "statal co-operatives" or "gov-operatives"; true co-operatives which would have the capacity to satisfy the felt-needs of their members; to care for others and contribute to the sustainable development of the communities, states and nations in which they are located (Berko, 2013).

These cardinal features, among others, are:

1. Co-operatives are based on members' own self-help and self-reliance, and are member-oriented;
2. Co-operatives have a social and economic contract with their members for the former to promote the economic, social and cultural needs and aspirations of the latter;
3. Co-operatives are "non-capital gains" (non-profit) business organizations and must apply all necessary. Business techniques for economic efficiency and success;
4. Co-operatives are autonomous and independent institutions;
5. Co-operatives practice voluntary and open membership policy;
6. Co-operatives are member-oriented, self-managed, self-reliant and democratic institutions;
7. Co-operatives are based on group solidarity which gives them their economic and social strength;
8. Co-operatives are based on equality and equity- equality mainly in the social sphere and equity mainly in the economic realm;
9. Co-operatives are based on ethical/moral values, independent of religion, culture and other beliefs. They believe in the ethical values of honesty, openness (transparency and accountability); social responsibility and caring for others, mentioned earlier;

10. Co-operatives are altruistic, not selfish, business organizations, allowing future members to enjoy their accumulated wealth and goodwill on equitable basis;
11. Co-operatives are based on certain age-long practiced principles, which have proved to be very essential business guidelines or orientation-marks for successful operations; and
12. Co-operatives are based on harmony, not conflict, because without harmony, there can be no cooperation; among others.

Principles of Co-operatives

Co-operative principles have evolved over time. The Rochdale principles were the first established set of co-operative principles and included organizational points that manifested social and political as well as business concerns. The most widely recognized contemporary set of co-operative principles are that sanctioned by the International Co-operative Alliance (ICA). The ICA has adopted three formal statements of co-operative principles, in 1937, 1966, and 1995. The seven internationally recognized co-operative principles are:

1. Voluntary and Open Membership
2. Democratic Member Control
3. Member Economic Participation
4. Autonomy and Independence
5. Provision of Education, Training and Information
6. Cooperation among Co-operatives
7. Concern for the Community (ICA, 1995).

1. Voluntary and Open Membership: Co-operatives are voluntary organizations; open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political, or religious discrimination.

2. Democratic Member Control: Co-operatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary co-operatives members have equal voting rights (one member, one vote). Co-operatives at other levels are also organized in a democratic manner.

3. Member Economic Participation: Members contribute equitably to, and democratically control, the capital of their co-operative. At least part of that capital is usually the common property of the co-operative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for the following purposes: developing their cooperative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the cooperative; and supporting other activities approved by the membership.

4. Autonomy and Independence: Co-operatives are autonomous, self-help organizations controlled by their members. If they enter into agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their co-operative autonomy.

5. Education, Training and Information: Co-operatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their co-operatives. They inform the general public particularly young people and opinion leaders, about the nature and benefits of cooperation.

6. Cooperation among Co-Operatives: Co-operatives serve their members most effectively and strengthen the co-operative movement by working together through local, national, regional, and international structures.

7. Concern for Community: Co-operatives work for the sustainable development of their communities, through policies approved by their members.

Management Theory and Practice

Management as a discipline rests on two major components; theory and practice (Lawal, 2012). As credited to Stoner (1978), any manager who wants to remain relevant in management practice must be up-to-date on existing management theories. Daft (1986) opined that management theory is interested in facts and sound principles, which prescribe what to do to achieve desired outcome in the organization (practice). The relationship between management theory and practice could not have been better captured by Inyang (2008). He surmised that "Management theory provides the basis for management practice, and the practice in turn helps to reinforce the development of management theory. Management practice therefore involves the translation of existing management knowledge and theories into action that will result in the achievement of the dual goals of organizational efficiency and effectiveness. Management

practitioners and professionals are in the vanguard of management practice, and their practice provides the opportunity for reviewing existing management theories and even developing new ones. Management theorists and practitioners reinforce one another and are in a continuous process of interaction. The knowledge of both is required to improve our understanding of management in Society”

Theory and practice are always together and the understanding of one can help predict the other. He postulated thus: "Every managerial act rests on assumptions, generalizations, and hypotheses that is to say, on theory. Our assumptions are frequently implicit, sometimes quite unconscious, often conflicting; nevertheless, they determine our predictions that if we do a, b will occur. Theory and practice are inseparable (McGregor, 1987). Management theory is therefore not only related to management practice but also benefits, as practice of management is further developed. Miner (1980) makes the point that the more that is known about organizations and their methods of operation, the better the chances of dealing effectively with them. Understanding may be more advanced than prediction, but both provide the opportunity to influence or to manage the future. Theory provides a sound basis for action. However, if action is to be effective, the theory must be adequate and appropriate to the task and to improved organizational performance (Mullins, 2011).

Management Theory and Its Classification

Numerous theories have been presented in literatures constituting management theory and these theories have been postulated by writers from disciplines as diverse as Sociology, Science, Philosophy, Engineering, Mathematics, and Psychology among others. The attempt to summarize management into theories, principles and concepts is to aid organizational effectiveness (Lawal, 2012). Like all useful theories, as credited to him, management theory is not an end in itself but should rather serve as a means of improving managerial efficiency. In order to help recognize main trends in the development of management theory, it is typical to classify the work of scholars and writers into various approaches, based on their observation of organizations, their structure and management (Mullins, 2011).

Attempts have been made by many scholars and writers to group or classify the various management theories into a distinct family. Categorization of approaches may prove a straightforward task as Robbins and Coulter (2009) and Mullins (2011) identified four (4) main approaches each while it may also prove to be a much more expansive undertaking as Skipton (1983) attempted a classification of eleven (11) main schools of management theory. Whatever form of categorization is adopted, it is possible to identify a number of other approaches, or at least sub-divisions of approaches, and cross-grouping among the various approaches. The choice of a particular categorization is therefore largely at the discretion of the observer (Mullins, 2011).

Author(s)	Classification	Observation
Stoner, Freeman and Gilbert (2004)	<ol style="list-style-type: none"> 1. Scientific Management School 2. Classical Organization Theory School 3. The Behavioural School 4. The Management Science School (Quantitative) 5. The Systems Approach 6. The Contingency Approach 7. The Era of Dynamic Engagement 	<p>*Separated Scientific from Classical School.</p> <p>*Identified New School (No. 7)</p>
Cole (2004)	<ol style="list-style-type: none"> 1. Classical Theories 2. Bureaucracy 3. Human Relations and Social Psychological Schools 4. Systems and Contingency Approaches 5. Modern Approaches to Management 	<p>*Separated Bureaucracy from Classical School.</p>
Lawal (2012)	<ol style="list-style-type: none"> 1. Classical School of Management 2. Organic or Neo-Classical School (Human Relations and Behavioural Theories) 3. System and Contingency School 4. Dynamic Engagement Era 	<p>* Agreed with Stoner et al. (2004) by Identifying New School (No. 4)</p>

Robbins and Coulter (2009)	Classical Approach Quantitative Approach Behavioural Approach Contemporary Approach (Systems and Contingency)	*Recognised Quantitative as a Management Approach
Jones and George (2003)	1. Scientific Management Theory 2. Administrative Management Theory 3. Behavioural Management Theory 4. Management Science Theory (Quantitative Mgt., Operations Mgt., and Total Quality Mgt.) 5. Organization Environment Theory (System and Contingency Approach)	*Recognized Management Science as a Management Approach
Mullins (2011)	1. The Classical Approach 2. The Human Relations and Neo- Human Relations Approach 3. The Systems Approach 4. The Contingency Approach	*Grouped Scientific and Bureaucracy theories as Classical Approach

*Source: Adaptation from various Authors' books; *Researcher's assessment 2021*

Irrespective of the method or technique adopted, categorization enables managers to choose from the different approaches, ideas or solutions which may best suit the peculiar requirements of a situation. For the purpose of this academic undertaking, the researcher will mainly rely on the categorization effort of Mullins (2011), that is, classical approach, human relations and no human relations approach, systems approach and contingency approach; including era of dynamic engagement (Stoner, Freeman & Gilbert, 2004; Lawal, 2012).

The Classical Approach

Before the classical theories were developed, there were no clearly defined responsibilities, roles and tasks for workers and managers, which was largely due to the industrial revolution of late nineteenth century and the accelerated emergence of factories. No effective work standards existed and workers were placed on jobs with little concern of matching tasks with abilities or skills (Mullins, 2011; Cole, 2004; Robbins and Coulter, 2009). As credited to Stoner et al. (2004), skilled labour was in short supply and the only way to expand productivity was to raise the efficiency of workers. This led to the formulation of a body of principles known as scientific management.

Scientific Management

The primary concern of this school of thought was to increase productivity through greater efficiency. The earliest advocate of this school is Frederick W. Taylor while other notable contributors are Henry L. Gantt, Frank and Lillian Gilbreth and Harrington Emerson (Kuye, Gbadamosi & Adeoye, 2010; Lawal, 2012)

Frederick Winslow Taylor (Taylorism)

Taylor was a machinist and later became a foreman and manager in the 1870s through 1890s. McFarland (1970) posited that Taylor was particularly disturbed by a lack of measured standards for defining the workers' tasks and systematic 'soldering' of workers on the job. He was determined to discover and enlighten managers, as well as workers on what constituted a "fair day's work" and a "fair day's pay" (Wehrich & Koontz, 1993). Using time study as his base, Taylor broke each job down into its components and designed the quickest and best methods of performing each component. He was able to establish how much workers should do with the equipment and materials at hand. Workers who were more productive were encouraged to receive or earn higher 'scientifically correct' rates (Stoner et al., 2004). As credited to Robbins and Coulter (2009), Taylor was able to define the 'one best way' for doing each job and he achieved consistent productivity improvements of 200 percent or more. His ideas and principles of scientific management spread within and outside USA and he became known as the father of scientific management.

Administrative Management

As scientific management was trying to increase efficiency of workers, administrative management was focusing on how to create an organizational structure with high efficiency and guidelines for managing complex organizations.

The main contributor to this school of thought is Henri Fayol and others are Lyndall Urwick & E.L.F Brech (Cole, 2004; Lawal, 2012).

Henri Fayol

Henri Fayol made a major contribution to management by stating what he considered to be the key activities of any industrial undertaking. According to Kuye et al. (2010), Fayol categorized the activities into six and they are: technical activities (production), commercial activities (buying and selling, exchanging), financial activities (search for and optimum use of capital), security activities (safeguarding property and persons), accounting activities (providing financial information) and managerial activities (planning, organizing, leading and controlling). In Griffin's (1993) view, Fayol was the first to identify the specific management functions of planning, organizing, leading and controlling, and also provided a break-down of principles of management, which he thought could be applied to all business organizations, including industries. The fourteen principles are Division of Labour, Authority, Discipline, Unity of Command, Unity of Direction and Subordination of individual interests to common goal, Remuneration, Centralization, Scalar Chain, Order, Equity, Stability of Tenure of Personnel, Initiative and Espirit de Corps. If Taylor has been referred to as the father of scientific management, then Fayol was the father of administrative management because he was the first to systematize it.

Bureaucratic School

The major proponent of this school of thought is Max Weber. He developed the concept of bureaucracy as a formal system of organization and administration designed to ensure efficiency and effectiveness. Weber was interested in how management could be more consistent and he believed that bureaucratic structures can help eliminate the variability in managers having different skills, experience and goals (Lawal, 2012). Weber believed that there was a need for strictly defined hierarchies in organizations which will be clearly governed by defined regulations and lines of authority, especially for goal-oriented organizations with many employees (Stoner et al., 2004). According to Mullins (2011), Weber noted that the definition of tasks and responsibilities within the structure of management gave rise to a stable administration and standardization of work procedures in spite of changes to the actual office-holders. He knew the development of bureaucracies will be a means of introducing order and judiciousness in organizations. The main features of a bureaucracy as advanced by Weber (1947) are:

- i. Continuous organization of functions bound by rules
- ii. Specified spheres of competence, that is, appointment based on competence
- iii. Hierarchical arrangement of offices (jobs)
- iv. Appointment to offices are made on grounds of technical competence
- v. Separation of officials from the ownership of the organization
- vi. Official positions exist in their own right and job holders have no rights to a particular position and rules
- vii. Decisions and actions are formulated and recorded in writing

The Human Relations and Neo-Human Relations Approach

This school of thought emerged as a result of the many criticisms of the classical approach, especially because it focused on tasks, productivity and organizational structure rather than people. During the early part of the 20th century, especially as a result of the great depression in the 1920s and 1930s, more attention shifted to employee behaviour and social factors at work. This led to the human relations and neo-human relations (behavioural) approach (Mullins, 2011; Kuye et al., 2010).

The Human Relations Approach

This approach developed as a result of focus *on* the human side of management and it sought to understand how social and psychological dynamics interacted with the work environment in influencing productivity and performance, thereby creating effective human relations (Stoner et al., 2004).

The Hawthorne Experiment

The human relations approach, which is sometimes referred to as neo-classical approach, is built around the research work of Professor Elton Mayo and his colleagues at the Western Electric Company's plant in U.S.A, between 1924 and 1932 and this work has been known as the Hawthorne experiment (Robbins and Coulter, 2009; Mullins, 2011). According to Roethlisberger and Dickson (1939), both of whom were part of the Hawthorne set of experiments, the research centred on the effects of physical working conditions on worker productivity and efficiency. The researchers concluded that additional concern given to the workers, and evident interest in them shown by management, were the

core factors for the higher productivity. This, according to Mullins (2011) has become known as the ‘Hawthorne Effect’.

The Neo-Human Relations (Behavioural) Approach

The result of the Hawthorne experiment led to more interest from researchers in the social sciences with background in sociology, psychology and anthropology, and they relied on more sophisticated research methods to explain what motivate employees at work. These researchers known as 'behavioural scientists' or 'behaviourists' built the platform for new management theory ideas and a major focus was the adjustment of the employee's complex character within the work organization (Stoner et al., 2004; Mullins, 2011; Lawal, 2012). Contributors to this approach, according to Mullins (2011) are Abraham Maslow, Douglas McGregor, Frederick Herzberg, Rensis Likert, David McClelland and Chris Argyris.

The Systems Approach

The classical approach was concerned about the organization, structure and productivity while the human relations approach was concerned about people, satisfaction and relationships. However, the systems approach attempts to strike a balance between these two earlier approaches and it persuades managers to see the organization both as a whole and as part of a larger environment (Mullins, 2011). The systems approach sees the organization as an interdependent, unified system composed of interrelated sub-systems or parts, rather than separate entities (Stoner et al., 2004). As posited by Mullins (2011), the systems theory was first used in the physical and natural sciences by a biologist named Ludwig Von Bertalanffy but the subject has been developed by other contributors, especially Chester Barnard and Mary Parker Follet (Lawal, 2012). A system is defined as an established arrangement of parts that are interrelated and interdependent for the purpose of accomplishing particular or predetermined objectives (Jones & George, 2003). A typical organization as a system will usually have such sub-systems (departments) as production, marketing, finance, sales, accounts and operations or customer service.

The Contingency Approach

Previous management theories and approaches assumed that their principles or processes were universally applicable in managing organizations. It was later discovered that the opposite is exactly the case. A small organization, for instance, will require a different approach compared to a large and complex organization (Robbins & Coulter, 2009). The contingency approach, which is sometimes called the situational approach, arose as a result of this and those who argue in favour of this approach affirm that there is no best management approach and 'it depends' on the circumstances or situation. Managers should take so many factors of the present situation into account (contingencies), before making a decision and they should act on those parts that are crucial to the situation (Cole, 2004; Mullins 2011). As credited to Robbins and Coulter (2009), the popular contingency variables to consider when faced with different situations are environmental uncertainty, organization's size, routineness of task technology and individual differences.

Era of Dynamic Engagement / Emergent Approaches

Current or Contemporary management approaches have taken over the field of management and managers need to take these approaches into consideration as they strive to excel in the competitive business environment. As credited to Stoner et al. (2004), human relationships and time are compelling management to alter traditional approaches in the light of steady rapid changes. Due to the flurry of new and emergent management theories, Stoner et al. (2004) refer to it as the era of dynamic engagement and observed six different themes as quality management, inventing and re-inventing organizations, new organizational environments, culture and multiculturalism, ethics and social responsibility, and globalization and management. Other new approaches identified by Cole (2004) and Lawal (2012) are finding competitive advantage, improving strategic thinking, consumerism, corporate governance, e-business management, entrepreneurship and knowledge management.

Leadership

Leadership is defined as the process of facilitating individual and collective efforts to accomplish the shared objective. Leadership is an influential process that enables manager to get their people work willingly towards what must be done and what ought to be done. Some small groups perform their tasks with high risk - here team Leadership is crucial for the ability to deal with the risk. Leaders' behavior impacts on their teams' structure, working process, and effectiveness. Leadership is not a person or a position; it is a complex moral relationship between people, based on trust, obligation, commitment, emotion, and a shared vision of the good. Further, there have also been several characteristics or traits on which leadership has been measured or assessed. Some of the traits generally associated by

the leaders are High tolerance for frustration, Charisma, Inspirational, Readiness to accept feedback, Team builder and Responsibility (Harshitha, Srinivasan, Stevens & Jeena, 2018).

Leadership is a manner by which an individual influences the thoughts, attitudes, and behaviors of others. Leaders set a direction for the team; they help people see what lies ahead; they assist staff to visualize what they might achieve; they encourage and inspire the society. Without leadership, a group of human beings quickly degenerates into argument and conflict, because we see things in different ways and lean toward different solutions. Leadership helps to point us in the same direction and harness our efforts jointly. Leadership is the ability to get other people to do something significant that they might not otherwise do. It is energizing people toward a goal (Mills, 2005).

Principles of Leadership

Each leader chooses his unique formula for success, but still there are few key points for an affluent leader that need to be followed. Below are some of important principles (Harshitha, Srinivasan, Stevens & Jeena, 2018).

1. Know Yourself:

The Leader should be aware of the below three pointers in order to move his/her company forward.

- a. Having strong values that guide your Life
- b. Being acutely aware of the structure of the company and his/her personal responsibilities.
- c. Executing the ideas effectively.

2. Setting an Example:

The best way for a Leader to influence his team members is by setting a good example. Since, actions speak more than words, Leader should empower people their greatest potential. Even in the hard times leader should be ready to face the challenge with confidence and determination towards success.

3. Choosing a Team:

Team selection is imperative for a leader. It shows his ability in finding appropriate skills and knowledge. When choosing a team, Leader should look for people who understand his vision and have a particular set of competencies. Furthermore, being a passionate leader also means finding employees who are equally passionate about their work

4. Have a clear Vision and Goals:

As a leader, one needs to have a clear picture of the company's future. This means having a clear vision for his company, where it fits into the industry and how he plans to serve customers. Setting goals is a crucial step in realizing the company's vision.

5. Unity is strength:

Team is the most important resource for every leader. Leader should embrace about its unity each and every day. As long as your team is united, nothing can stay in a way to success. Make sure that all people in a team consider themselves as members of a strong, unified family.

Theories of Leadership

Leadership is a “process of social influence in which one person is able to find the aid and support of others in the accomplishment of a common task”. Leadership is ultimately about creating a way for people to contribute their skills and knowledge in making something possible and moving towards success. Over the last 100 years number of different leadership theories were developed to explain what exactly makes a great leader, why certain people became great leaders. While many different leadership models have emerged, these are the major types (Harshitha, Srinivasan, Stevens & Jeena, 2018).

1. “Great Man” Theory:

This theory can be described with one point “Born to lead”. Great leaders are simply born with the necessary internal characteristics such as charisma, confidence, intelligence, and social skills that make them natural-born leaders. This theory believes that great leaders are born not made. They have the leadership qualities inherently in them.

2. Trait Theory:

Trait theory tries to describe the types of behavior and personality tendencies associated with effective leadership. This theory attempts to answer why some people are good leaders and others are not. In fact, the theory can be traced back to the nineteenth century, a man called Thomas Carlyle used such understanding to identify the talents, skills and characteristics of men who rose to power. Key characteristics of this theory include Initiative, Tenacity, Energy, Good cognitive skills and capable of using good judgment and decisions, flexibility, creativity, charisma and confidence.

3. Behavioral Theory:

Behavioral theory of leadership focuses on the study of specific behaviors of a leader. The main difference between these two theories is traits are not something that can be taught to a person. While traits can develop over time, typically cannot be taught to someone they have to learn it on their own and let it develop. In comparison, behaviors can be learned.

Leadership Styles

Leadership style describes the actions of Leader such as visionary, coaching, collaborative, and consensus. Different types of Leadership styles exist in work environments. But not every style is right for everyone. The culture and goals of an organization determine which leadership style fits the firm best. Building effective Leadership style can develop an approach to be an effective Leader. While, there are many approaches from Lewin's style of 1930 to the more recent idea of Transformational style, these are the major types (Harshitha, Srinivasan, Stevens & Jeena, 2018).

1. The Laissez-Faire Leader

Laissez-faire leadership, also known as delegative leadership, is a style in which leaders are hands-off and allow group members to make the decisions. Laissez-faire leader lacks direct supervision of employees and fails to provide regular feedback to those under his supervision. Highly experienced and trained employees who require little supervision fall under these leaders. However, Researchers have found that this is generally the leadership style that leads to the lowest productivity among team members.

2. Autocratic Leader

Autocratic leadership, also known as authoritarian leadership, is a style characterized by individual control over all decisions and little input from group members. These Leaders make decisions based on their ideas and judgments without input from other team members. This style benefits employees who require close supervision. The benefits of this style depend upon factors such as situations, amount of risk, type of task and characteristics of team members.

3. Democratic Leader

Democratic Leadership, also known as Participative or shared leadership, is a style where inputs from team members and peers are considered and valued. Everyone in the team are encouraged in exchanging their ideas. Democratic Leader boosts the team to share ideas in decision making process. However, the responsibility of final decision-making is with the Leader. Researchers have found this Leadership style is one of the most effective types which leads to high productivity.

4. Transactional Leader:

Transactional Leadership also known as, managerial leadership focus on supervision, group performance and organization. This Leadership style focuses on a specific task and based on the performance results, leader provides awards and punishments to motivate team members. These leaders are good at setting expectations and standards that maximize the efficiency and productivity of an organization. Research has found that transactional leadership tends to be most effective in situations where problems are simple and clearly defined.

5. Transformational Leader:

The Transformational leadership style depends on high levels of communication from management to meet goals. Leaders motivate employees and enhance productivity and efficiency through communication and high visibility. Transformational leadership enhances the motivation, morale and performance of followers through a variety of mechanisms like, being a role model to his followers to inspire them, understanding strengths and weaknesses of followers. When transformational and transactional styles are compared, Researchers believes the transformational approach creates significant change in the life of people and organizations.

METHODOLOGY

Research Design

The study survey method was adopted in this study.

Sources of Data

Data for this study were sourced from both primary and secondary sources.

Primary Sources of Data

Information was obtained directly from the field in the course of the study. A close ended questionnaire was used to obtain information from the respondents. The instrument was divided into two sections. Section "A" contained questions on the social and demographic background of the respondents while section "B" succinctly addresses contextual issues of primary concern to the subject matter of this research work.

Secondary Sources of Data

In the event of investigation, relevant information were sourced from related published works such as textbooks, Newspapers, journals and other unpublished materials relevant to the study.

Study Area

Enugu is the capital of Enugu State in Nigeria. It is located in southeastern Nigeria. The city had a population of 722,664 according to the 2006 Nigerian census. The name *Enugu* is derived from the two Igbo words *Énú* *Úgwú* meaning "hill top" denoting the city's hilly geography. The city was named after Enugwu Ngwuo, under which coal was found. Enugwu Ngwuo is one of the ten villages that made up the Ngwuo clan, often referred to as the children of Ngwuako, the ancestral founder of the clan. Ngwuako positioned Udeneogu, his warrior son of on top of the hill (Enu-Ugwu) to protect the clan from invaders. Enugwu Ama Udeneogu, (Enugwu, the land of Udeneogu) The people live on the hilltop and farmed the sprawling surrounding valleys. Ngwuo has borders with Oshie clan in the south, Ojebeogene clan in the north and Nkanu clan in the east. The discovery of coal deposits on Enugwu Ngwuo farm lands down the valley, attracted people from all and sundry to the newly discovered wealth, in search for means of living, and as depicted in the map of the original plan for a government station, titled Enugwu Ngwo government station, this marked the core of the first urban settlement of what is today known as Enugu, started on Ngwuo land and it was called Enugwu Ngwuo until when it attained township status, the word Ngwo was removed for the convenience of pronunciation, thus a village of Ngwuo clan gave birth to a city which today has grown into a mega city, and still growing, engulfing the surrounding Nkanu towns of Nike and Akunino and stretching towards Neke and Emene.

Population of the Study

The population of the study is 212 drawn from 12 registered multi-purpose co-operative societies within Enugu metropolis in Enugu State.

Sample Size Determination

Since the population was small and it is not up to 500, the entire population was used as sample size for the study.

Research Instrument

Owing to the areas that were covered by this study, structured questionnaire was used to collect data. Copies of the questionnaire were administered personally by the researcher to the respondents.

Validity of the Instrument

The validity of the research instrument is the extent to which it measures what it purports to measure so as to ensure it is logical and correct in approach. The researcher used content validity to validate the instrument. A total of five experts three from academics and two from the organization of the study looked into the instrument to make sure that the instrument is in line with the objectives stated in chapter one of this study.

Reliability of the Instrument

The researcher employed the test-retest method so as to obtain the measuring instrument. To do this, the researcher ensured that the same questionnaire items were administered to a selected group of respondents for study on one occasion and after ten days, administered the same questionnaire items to the same group in order to ascertain the extent to which there is correlation between the two sets of scores obtained.

Method of Data Analysis

Basically, in statistics, the type of data collected determines the statistical tool to be used in the presentation and subsequent analysis. For this study, the data collected were in frequency tables. The responses from the respondents were expressed in percentages in relation to the number of respondents. The formulated null hypotheses were tested using Chi Square (X^2) inferential statistical tool at 0.05 level of significance.

Decision

Reject the H_0 if P value is < 0.05 otherwise, if P value is > 0.05 do not reject H_0

DATA PRESENTAION AND ANALYSIS

Table 1 Questionnaire Distribution

Options	Frequency	Percent
Number distributed	212	100.00
Number returned	200	94.34
Number not returned	12	5.66

Source: Fieldwork, 2021

From the table above, 212 copies of questionnaire were distributed, 200 were returned, while 12 were withheld. Thus given 94.34% return rate.

Table 2 Socioeconomic Characteristics of the Respondents

Variable	Frequency	Percent (%)
Age		
18-36	26	17.00
37-55	120	60.00
56 and above	46	23.00
Total	212	100.00
Marital Status		
Married	124	62.00
Single	34	17.00
Divorced	28	14.00
Widowed	14	7.00
Total	200	100.00
Educational Qualification		
First School Leaving Certificate (FSLC)	64	32.00
WAEC/NECO/NABTEB/GCE	28	14.00
NCE/OND	80	40.00
HND/B.Sc	20	10.00
Post Graduate (PGD, M.Sc./Ph.D)	8	4.00
Total	200	100.00
Duration of Membership		
Less than 3 years	40	20.00
3-8 years	100	50.00
9 years and above	60	30.00
Total	200	100

Source: Fieldwork, 2021

From the table above, 26(17.00%), 120(60.00%) and 46(23.00%) of the respondents are between the age brackets of 18-36, 37-55 and 55 and above respectively. This implies that majority of the respondents are in their 30s. Also, 124(62.00%), 34(17.00%), 28(14.00%) and 14(7.00%) of the respondents are married, single, divorced and widowed respectively. This implies that majority of the respondents are married. The educational qualifications of the respondents show that 64(32.00%), 28(14.00%), 80(40.00%), 20(10.00%) and 8(4.00%) are First School Leaving (FSLC) holders, WAEC/NECO/NABTEB/GCE holders, OND/NCE holders, HND/B.Sc. holders and Post Graduate (PGD/M.Sc./ Ph.D) holders. This implies that majority of the respondents are NCE/OND holders. Finally, the duration of membership of the respondents shows that 40(20.00%), 100(50.00%) and 60(30.00%) have been members of their co-operative society for less than 3 years, 3-8 years and 9 years and above respectively.

Descriptive Analysis of Research Questions

Table 3 Extent the application of management theory by co-operative management enhances co-operative spirit within the co-operative complex in Enugu State

Options	Frequency	Percent (%)
Very large extent	90	45.00
Large extent	50	25.00
Don't know	10	5.00
Small extent	20	10.00
Very small extent	30	15.00
Total	200	100.00

Source: Fieldwork, 2021.

From table 3 above, out of 200 respondents, 90(45.00%) of the respondents are of the opinion that the application of management theory by co-operative management enhances co-operative spirit within the co-operative complex in

Enugu State to a very large extent while 50(25.00%) of the respondents are of the opinion that the application of management theory by co-operative management enhances co-operative spirit within the co-operative complex in Enugu State to a large extent. 20(10.00%) of the respondents are of the opinion that, it is to a small extent while 30(15.00%) of the respondents are of the opinion that, it is to a very small extent. On the other hand, 10(5.00%) of the respondents are ignorant of the extent to which the application of management theory by co-operative management enhance co-operative spirit within the co-operative complex in Enugu State. From the above analysis, it is crystal clear that the application of management theory by co-operative management enhances co-operative spirit within the co-operative complex in Enugu State.

Table 4 Extent the impact of management theory on co-operative management ensures the sustenance of co-operative societies in Enugu State

Options	Frequency	Percent (%)
Very large extent	55	27.50
Large extent	80	40.00
Don't know	15	7.50
Small extent	30	15.00
Very small extent	20	10.00
Total	200	100.00

Source: Fieldwork, 2021.

From table 4 above, out of 200 respondents, 55(27.50%) of the respondents are of the opinion that the extent the impact of management theory on co-operative management ensures the sustenance of co-operative societies in Enugu State is to a very large extent while 80(40.00%) of the respondents are of the opinion that the extent the impact of management theory on co-operative management ensures the sustenance of co-operative societies in Enugu State is to a large extent. 30(15.00%) of the respondents are of the opinion that, it is to a small extent while 20(10.00%) of the respondents are of the opinion that, it is to a very small extent. On the other hand, 15(7.50%) of the respondents are ignorant of the extent to which the impact of management theory on co-operative management ensures the sustenance of co-operative societies in Enugu State. Following from the above analysis, it is crystal clear that the impact of management theory on co-operative management ensures the sustenance of co-operative societies in Enugu State.

Test of Hypotheses

The formulated hypotheses were tested using the chi-square formula stated below:

$$X^2 = \frac{\sum(O-E)^2}{E}$$

Where:

X² = calculated chi-square

O = observed frequency

E= expected frequency

∑= summation

The expected frequency (E) is calculated by adding all the observed frequency (O) and dividing by the number of observations.

Decision Rule: If the calculated chi-square value (X²) is greater than or equal to the table value at 0.05 level of significance, the alternate hypothesis (H₁) is accepted, but if the calculated chi-square value is less than the table value, the null hypothesis (H₀) is accepted.

Hypothesis I

The application of management theory by co-operative management does not enhance co-operative spirit within the co-operative complex in Enugu State.

Data from table 4.9 was used to test this hypothesis

Variable	O	E	O-E	(O-E) ²	$\frac{\sum(O-E)^2}{E}$
Very large extent	90	40	50	2500	62.50
Large extent	50	40	10	100	2.50
Don't know	10	40	-30	900	22.50
Small extent	20	40	-20	400	10.00
Very small extent	30	40	-10	1600	40.00
Total	200	200			137.50

Source: Fieldwork, 2021.

Interpretation and Decision

The calculated chi-square (X^2) value = 137.50

DF = (C-1) (R-1) = (2-1) (5-1) = 4

Table value at 0.05 level of significance and 4 degree of freedom (DF) = 9.4877

Since the calculated chi-square (X^2) value (137.50) is greater than table value (9.4877), the null hypothesis (H_0) is rejected and the alternate hypothesis (H_1) accepted. Therefore, it can be concluded that the application of management theory by co-operative management enhance co-operative spirit within the co-operative complex in Enugu State.

Hypothesis II

Impact of management theory on co-operative management does not ensure the sustenance of co-operative societies in Enugu State.

Data from table 4.9 was used to test this hypothesis

Variable	O	E	O-E	(O-E) ²	$\frac{\sum(O-E)^2}{E}$
Very large extent	55	40	15	225	5.63
Large extent	80	40	40	1600	40.00
Don't know	15	40	-25	625	15.63
Small extent	30	40	-10	100	2.50
Very small extent	20	40	-20	400	10.00
Total	200	200			73.76

Source: Fieldwork, 2021.

Interpretation and Decision

The calculated chi-square (X^2) value = 73.76

DF = (C-1) (R-1) = (2-1) (5-1) = 4

Table value at 0.05 level of significance and 4 degree of freedom (DF) = 9.4877

Since the calculated chi-square (X^2) value (73.76) is greater than table value (9.4877), the null hypothesis (H_0) is rejected and the alternate hypothesis (H_1) accepted. Therefore, it can be concluded that impact of management theory on co-operative management ensures the sustenance of co-operative societies in Enugu State.

Discussion of Findings

The discussion of findings was done based on the responses of the respondents as regard to the research questions that guided the study.

Findings from table two which is on the socioeconomic characteristics of the respondents, shows that majority of the respondents are between the age brackets of 37-55 years. On the marital status of the respondents, it was found out that majority of them are married. Also on the educational qualification of the respondents, majority of them are NCE/OND holders. Finally on the duration of membership, majority of the respondents have been members of their co-operative societies for 3-8 years.

From table three, which is on the extent the application of management theory by co-operative management enhances co-operative spirit within the co-operative complex in Enugu State, it was found out that majority of the respondents

are of the opinion that the application of management theory by co-operative management enhances co-operative spirit within the co-operative complex in Enugu State.

Finally from table four, which is on the extent the impact of management theory on co-operative management ensures the sustenance of co-operative societies in Enugu State, it was also found out that majority of the respondents are of the opinion that the impact of management theory on co-operative management ensures the sustenance of co-operative societies in Enugu State.

Conclusion and Recommendations

From the analyses and findings of the study, it was concluded that the application of management theory by co-operative management enhances co-operative spirit within the co-operative complex in Enugu State. The impact of management theory on co-operative management ensures the sustenance of co-operative societies in Enugu State.

Consequently, the study recommends among other things that:

1. There is need for co-operatives to imbibe the rudiments of management through management theory. This will bring about effective and efficient management within the co-operative complex.
2. The principle of democratic management or member democratic control should always be intact. This will guarantee and enhance the co-operative spirit within the co-operative complex. So doing, members' commitment will be felt.
3. Since one of the reasons for co-operative education is for the self-preservation of the co-operatives, it is pertinent to note that through the application of management theory, cooperators learn different ideologies that are implemented within the co-operative complex. So doing, the sustainability of co-operatives will be guaranteed.

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