

Effect of Knowledge Management and Performance of Cooperative Societies in Anambra State Nigeria

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ABSTRACT

This study examined the effect of knowledge management and performance of cooperative societies in Anambra state Nigeria. Two hypotheses were formulated to guide the investigation and the statistical test of parameter estimates was conducted using Friedman's 2-Way ANOVA. The data for the study were collected through questionnaire survey. Thirty (30) copies of questionnaire each were distributed to 2 cooperative societies selected from each of the twenty one (21) local governments in Anambra State. Also, 40 copies of questionnaire were sent to the staff of the Department of Cooperative Economics and Management of Nnamdi Azikiwe University, Awka totalling one thousand three hundred (1,300) copies of questionnaire. Out of these 1,300 copies of questionnaire administered, 1,270 copies were retrieved and used in the data analysis. The statistical analysis of the study indicates that Knowledge Management and performance of Cooperative Societies have significant and positive effect on cooperative performance in Anambra State, Nigeria. Thus, the study concludes that knowledge management and performance of cooperatives enhances productivity and expansion in Anambra State, Nigeria. The study therefore recommends that government at all levels should make adequate provision for cooperative education in the yearly budget and release fund as and when due for education of members to enhance performance. Management personnel should be well remunerated for maximum encouragement and to enhance improved productivity through unity of purpose with government policies on cooperative education. Also, government should create enabling ground and environment for the successful activities of cooperative societies since the knowledge management of cooperative societies ensures productivity and expansion in Anambra state Nigeria.

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KEYWORDS: Knowledge, Management, Performance, Cooperative Societies

1. INTRODUCTION

Attah ASU Model on Knowledge Management for Cooperative Performance 2023 Nairobi-Kenya

In general, Knowledge management is the collection of methods relating to creating, sharing, using and managing the knowledge and information of an organization (cooperatives). It refers to a multidisciplinary approach to achieve organizational objectives by making the best use of knowledge (Wikipedia). Knowledge manager is a person who serves as a guide and influences other educators (directors of cooperatives) in an administrative setting (academy 2022). Knowledge management is a

process that helps teams (cooperatives) gathers, organize, and share information (Emily, 2023). Knowledge management process explains how knowledge is captured, curretted, delivered, and optimized in an organization. The knowledge management process is crucial to ensuring that employees and customers (like cooperatives) have access to information when needed.

There is a relationship between knowledge acquisition and cooperative performance which explore the difference on interpersonal relationship between the management committees and the

members of that cooperative society. (Li jingyu, 2009). Knowledge sharing among (cooperative members) and employees become integral for an organizational success as the knowledge acquisition through the sharing process is considered the main source for managers during decision making as well as a source for better member' performance and productivity, hence organizational productivity. (Zhangrui, 2020). Team members like the cooperative, utilize specialized knowledge about cooperatives and also develop transactive processes that promote coordination within the cooperative society. (Reagans 2016). Management are people that are skilled at building interpersonal relationship among their team members and can trouble shoot when confuse with their encounter challenges. (Herrity, 2023). Management system or good governance improves the performance of cooperatives and helps to sustain its long term survival in service to members in particular and society in general. (Thomsen, 2008 cited in Usman & Ojiagu, 2021) Management can be measured in terms of wealth maximization, cost minimization, profit/surplus maximization, revenue maximization, growth and expansion (investment), sacrificing/survival, member satisfaction, productivity, etc

The International Cooperative Alliance (Kerela, 2018, ICA, 1995) defined a cooperative as “an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly – owned and democratically controlled enterprise”. Cooperative education, training and information are the fifth principle of international cooperative alliance of 1995; cooperatives provide education and training for their members and employees and can contribute effectively to the development of their cooperatives. They inform the general public, particularly young people and opinion leaders about the nature and benefit of cooperation. In cooperative management, representatives (leaders) of user groups, and the scientific community and government agencies share knowledge, power and responsibility. Courses in cooperative management are in the field of business management, which deals with learning (educational) principles of cooperative which are “education, training and information technology” to get expertise in field of business management. Effect of the courses is a job position includes managerial posts such as divisional manager, facilitator, and researcher.

Performance of cooperatives is all about knowledge acquisition, knowledge sharing among the members of the cooperative and knowledge utilization by the

board of directors and the members Attah (ASU) model 2023 Nairobi Kenya. Performance may be measured in terms of its multiple objectives of profitability, member's satisfaction, productivity, growth and expansion among many other objectives. Advocates of the balanced score card performance management system have proposed a broader performance measurement approach that recognizes both the financial and non-financial measures including sales, profitability, return on investments, market share, customer base, product quality, innovation and company attractiveness. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as financial performance, customer service, social responsibility, and employee stewardship. (Agbasimo et al, 2021)

Currently, poor technological capability remains one of the major constraints to Africans efforts to achieve sustainable developments. However, it has been observed that the pace of skills and technological development and innovation has been slow in Africa mainly because of the absence of a critical mass of university-educated manpower skilled in hands-on science and technology. Efforts in building new manpower capacity to meet the growing dynamics of the time revealed that the technicalities involved change. Lack of skill technology and innovation to ensure democratic and responsive management that can deliver effective public services and facilitate universal access to basic services such as education, health, food and nutrition, shelter, water and sanitation is still one of the major constraints. Lack of high quality personnel and responsive management, the unavailability of long-term finance and weak private sector initiative. Most government knows the importance of knowledge generation and management, implementation of strategy to address the skills deficit in areas that are critical for realization of the goal of structural transformation is still lacking. Africa as a polity that has so many emerging challenges in several areas like agriculture, health, education, technology, security, economic sectors; African as a developing continent is faced primarily with the challenges of lack of infrastructure, poor leadership and management systems. Similarly, infrastructural inadequacies in agriculture which is the main source of economy and technical inefficiencies in other areas of life are major hindrances to development in the continent. To sustain the impressive economic growth Africa has experienced over the last decade, policy- makers of the region should focus and learn the best practice in

fostering technology transfer and identifying practical innovation barriers and gaps to achieve increased productivity and structural transformation in the economies.

At the global level due to the technological and physiological advancement of man on earth, mankind is facing different challenges especially in the areas of ecology, sociology, economy and other areas of development. This is general to both the developed and the developing world. However the degree of challenges and how they are managed defines the developed and the developing countries. Hence the need to investigate the effect of knowledge management and performance of cooperative societies in Anambra state Nigeria. To achieve this purpose, the following hypotheses were formulated as thus;

Ho1: knowledge management has no significant effect on cooperative societies in Anambra State, Nigeria.

Ho2: performance of Cooperatives has no significant effect on members and staff in Anambra State, Nigeria.

2. Conceptual Review

2.1. Knowledge Management in Cooperative Societies

Knowledge is the state of appreciating truth or information, knowledge consists in recognizing the difference between good and bad decision. The fact of knowing about something, general understanding or familiarity with a subject, place, situation (American dictionary). Knowledge is the state of appreciating truth or information, knowledge consists in recognizing the difference between good and bad decision. The fact of knowing about something, general understanding or familiarity with a subject, place, situation (American dictionary).

2.1.1. Knowledge acquisition.

There is a relationship between knowledge acquisition and cooperative performance which explore the difference on interpersonal relationship between the management committees and the members of that cooperative society. Knowledge acquisition and cooperative performance are in the context of different cooperation cells. The difference among knowledge acquisition, interpersonal relationship and cooperative performance in different cooperation portfolios are also tested by an empirical investigation. The results indicates that, comparing with other three cooperation portfolio, portfolio of high competition and cooperation will highly facilitate firms(cooperatives) knowledge acquisition, member relationship and cooperative performance

provides firms(cooperative) a new strategic choice perspective to win the sustained competitive advantage in the transition economy(Li jingyu et al,2009).

2.1.2. Knowledge sharing.

Knowledge sharing among (cooperative members) and employees become integral for an organizational success as the knowledge acquisition through the sharing process is considered the main source for managers during decision making as well as a source for better member' performance and productivity, hence organizational productivity. In addition, the knowledge captured during the knowledge sharing process become the wealth for both members and the cooperative enterprise. One of the main point identified by researchers is to ensure effective knowledge sharing among members' is trust. There is no doubt that employees would engage in sharing what they know if they trust each other's, in other words, trust lays the ground for sharing. In practice, the management committees and members would develop policies and programmes to improve trust among (members) or employees in order to ensure an environment where members are happy to share what they know because they trust the others would do the same. (zhangrui et al 2020).

2.1.3. Knowledge utilization.

Team members like the cooperative, utilize specialized knowledge about cooperatives and also develop transactive processes that promote coordination within the cooperative society. If team members like cooperatives could not coordinate their collective effort, utilizing knowledge undermined team performance. (Reagans 2016).

Knowledge, technology and innovation are the agents for Africans transformation. Africa needs transformation in education, technology, economical, structural, socio-cultural and political. Scientific knowledge guarantees an unlimited body of information which feeds technological break troughs and also knowledge of political and individual rights is the surest way to fight injustice and bad leadership. Therefore, when Africa gets more knowledgeable, it will get more socially aware and also more technologically innovative to the level needed. Innovation does not happen by chance or in a vacuum. Innovation cannot be legislated; it takes deliberate policy actions, enablers, positive incentives and entrepreneurship to make it happen (Izad, 2019).

2.2. Cooperative Education

Cooperative education, training and information are the fifth principle of international cooperative alliance of 1995; cooperatives provide education and for their members and employees and can contribute

effectively to the development of their cooperatives. They inform the general public, particularly young people and opinion leaders about the nature and benefit of cooperation.

2.2.1. Cooperative Management:

In cooperative management, representatives (leaders) of user groups, and the scientific community and government agencies share knowledge, power and responsibility. Roles of cooperatives; cooperatives helps create jobs, provides its user-owner goods and services at cost, purchase inputs (seed-feed, fertilizers-chemicals, equipment-supplies). Concept of cooperative management definition of cooperation means living, thinking and working together to achieve the targeted goal that provides exceptional management skills to current and future cooperative leaders. Five functions of cooperative management planning, organizing, directing, coordinating and controlling to achieve the set goals.

2.2.2. Characteristic of Cooperative Management:

According to the commission, international cooperative alliance(ICA), cooperatives have several defining characteristics; open and voluntary association; have a democratic structure with each member having one vote; they have an equitable and fair distribution of economic result (surplus) based on the volume of operations (patronage) made through them. The International Cooperative Alliance (ICA, 2010) defined a cooperative as “an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly – owned and democratically controlled enterprise”.

2.2.3. Role of Management in Cooperative Activities

Management combines ideas, processes, materials, facilities, and people to effectively provide needed services to member-owners. Management is the decision making element of the cooperative. Broadly speaking, its role entails formulating and executing operating policies, providing good services, maintaining financial soundness, and implementing operating efficiencies to successfully meet its objectives. Cooperative principles and objectives present a distinctly different managerial premise.

2.2.3.1. ICA Principles

In a general assembly read on 23rd September, 1995 at new central hall Manchester adopted the new cooperative principles recommended by the ICA which are: Voluntary and open membership, Democratic member control, Member economic participation, Autonomy and independent, Education,

training and information, Cooperation among cooperatives and Concern for community.

2.2.4. Personnel Management in Cooperative Societies

Like any other business, the most important resource in a cooperative is people. The success of all phases of the business depends on competent management and personnel working together smoothly and efficiently. In a 1994 study conducted by Janice Dresbach, Ohio state University, cooperative managers said training was highly important in the areas of improving customer relations, educating members about the cooperative way of doing business, working effectively with a board of directors, identifying member’s needs.

Personnel management thus is a critical phase of business management. It begins with the selection of personnel, followed by training and evaluation. Much depends on personnel supervisors who must plan the work, delegate responsibilities and authority, analyzed jobs, and set performance standards, as well as train workers, review performance, set up grievance procedures, and provide leadership. And proper compensation, including fringe benefits and incentives, is important in personnel management. Management should also motivate and reward employees. This coaching function involves seeking suggestions from staff, creating an environment where employees can be innovative, establishing goals, inspiring and recognizing good performance, and developing teamwork and an esprit de corps among employees.

In a cooperative, management also must strongly emphasize member relations because ownership, control, and patronage all are member functions. This involves adequate two-way communication and information from management to members and from members to management. Continuous efforts are also needed to obtain new members to maintain the organization and an adequate volume of products or services.

Maintaining or improving good member-patron relations involves providing good, honest service and helpful information about the cooperative and the products it handles. It means keeping members informed about policies, operating practices, and financial requirements; and pointing out their responsibilities for making the cooperative successful. Management of a cooperative, as in other businesses, also must be concerned with public relations. If there is to be public understanding and acceptance of the cooperative, the public must have information on its objectives, accomplishments and benefits, and limitations.

2.2.5. Management Performance: Devising System of Measurement.

Managers need to set target or key performance indicators that the team aims for and then generate ways to measure whether their team is on track to meet those goals. Because it can be challenging to come up with measurable ways of understanding performance, managers must often be creative and thoughtful. However, like the other functions of management, measurement is critical to improving business performance. (Jennifer, 2023).

2.3. Theoretical Framework

The present study is anchored on the collective action theory propounded by Marshall (1988). The theory defined collective action as an action taken by a group (either directly or on its behalf through an organization) in pursuit of members' perceived shared interests. Members can contribute in various ways to achieve the shared goal: money, labour or in-kind contributions. The action can take place directly by members of a group, or on their behalf by a representative or even employee. The coordination can take place through a formal organization, through an informal organization, or, in some cases, through spontaneous action. Thus, an organization may contribute to collective action, but the two concepts are not the same. In the context of natural resource management, the collective action of deciding on and observing rules for use or non-use of a resource can take place through common property regimes or by coordinating activities across individual farms. Three major tenets of collective action are that (1) It requires the involvement of a group of people; (2) it requires a shared interest within the group; and (3) it involves some kind of common action which works in pursuit of that shared interest. Thus the study was anchored on collective action theory as the theory explains the phenomenon behind leadership, management and sustainable development.

2.4. Empirical Review

Nwankwo, Igoni and Idungafa (2022) examined the impacts of educational management for sustainable democracy, peace and unity in Nigeria. Management is the force that runs an enterprise. Educational management is the process through which educational goals and objectives are achieved through collective and collaborative human efforts in a suitable environment for sustainable democracy, peace and unity. Educational management means running of educational institutions which involves planning, coordinating, guidance, leadership and controlling of efforts of individuals in the achievement of goals of the institution. It is a means through which sustainable democracy, peace and unity can be achieved. The

study elaborates educational management in different perspectives, functions of educational management, why educational management is important for sustainable democracy, peace and unity in Nigeria. The study recommended that government at all levels and other stakeholders in education such as the private and public sectors should provide school administrators with necessary helps that will enhance sustainable democracy, peace and unity in Nigeria.

Li and Shen (2009) opined that there is a relationship between knowledge acquisition and cooperative performance which explores the difference on interpersonal relationship between the management committees and the members of that cooperative society. Knowledge acquisition and cooperative performance are in the context of different competition cells. The difference among knowledge acquisition, interpersonal relationship and cooperative performance in different competition portfolios are also tested by an empirical investigation. The results indicate that, comparing with other three competition portfolios, portfolio of high competition and cooperation will highly facilitate firms (cooperatives) knowledge acquisition, member relationship and cooperative performance provides firms (cooperative) a new strategic choice perspective to win the sustained competitive advantage in the transition economy.

Okonkwo and Echekeba (2015) used randomly selected active Cooperative Societies in Awka North Local Government of Anambra State Nigeria to discover whether their members possess psychological dispositions that can hamper rural development in the area. Structured questionnaires were administered to the 144 randomly selected cooperative societies' members. The responses of the 130 data-producing respondents indicated that they had formal education; 91% were married; majority were above 40 years; and 64% of them earn N10,000 – N29,000 per month (showing just within \$1.5 - \$5 per day given N178 per \$1). Using the Hudson (1982) and Buchanan (1974) of measuring the index of self-esteem and level of loyalty respectively as standardized and adopted for Nigerians it was discovered that the index of self-esteem showed that 38% of the female respondents and 30% of the males had high self-esteem respectively. The level of loyalty showed that 97% of the women and 95% of the men fell within the range of adequate loyalty (51% of which scored up to 60.00 points). The socio-economic characteristics of cooperative members have positive and significant influence on their level of self-esteem. And, the socio-economic characteristics of cooperative

members have positive and significant effect on their level of loyalty to their societies. Among the recommendations were the need for more promotions to encourage women and youth cooperative societies; recruitment of cooperative field workers, trained and adequately motivated by the governments and the stakeholders; and professionalism of the cooperative practice via an act of parliament in Nigeria.

Okoli (2018) examined the contribution of cooperative societies in the development of the youth in Dunukofia Local Government Area of Anambra State Nigeria. It is believed that cooperative societies are veritable tool for youth development. The study specifically ascertain and describe the corporate profile of cooperative societies; identifying the activities the cooperative societies are engaged in and its bearing on youth development; compare the exposure of the youth to development activities before and after joining the cooperative societies; find out the perception of the youth and the influence of their cooperative on their development; ascertain the challenges the cooperative societies and their youth members face in advancing their goals. Respondents were drawn from members of six selected (6) cooperative societies. Primary data were sourced through questionnaires administered on 159 members, while secondary data were gotten from literary works and documents. Data was analyzed descriptively using means; percentage, 5-point likert scale, chi-square, z-test techniques and two hypotheses were tested. The study found that there is a positive relationship between the effect of the activities of the cooperative societies and youth development. There is also a significant change in the exposure of youth to development activities before and after their membership of cooperative society. Several constraints were identified to be affecting the cooperative societies in effectively meeting and enhancing youth development, prominent among them are weak financial strength of the society, Poor management of the society, lack of basic infrastructures, Fraud and financial malpractice. The society is also found to be providing limited loans and savings. Recommendations were made on how

cooperatives can effectively contribute to youth development. These includes (partial listing): Members should show participation and being more active for a stronger and stable society, There should be judicious use of funds to strengthen the financial level of the society, The youth should be encouraged to join cooperative society which will attract the attention of the government. There should be diversification of the cooperative business to enhance it reserve, Management should be more serious in dealing with the affairs of the society. Government should provide enabling environment for cooperative societies to strive through policies and programmes.

3. Methodology

A survey design was adopted in the study in order to examine the Effect of Knowledge Management and performance of Cooperative Societies in Anambra State, Nigeria. Primary data was used in the study and was collected through the use of questionnaire. 30 copies of questionnaire each were distributed to 2 cooperative societies selected from each of the 21 local governments in Anambra State (Anambra East, Anambra West, Ayamelum, Ogbaru, Onitsha North, Onitsha South, Oyi, Awka North, Awka South, Anaocha, Dunukofia, Idemili North, Idemili South, Njikoka, Aguata, Ekwusigo, Ihiala, Nnewi North, Nnewi South, Orumba North, Orumba South). Also, 40 copies of questionnaire were sent to the staff of the department of Cooperative Economics and Management of Nnamdi Azikiwe University, Awka totalling 1,300 copies of questionnaire. Out of these 1,300 copies of questionnaire sent out, 1,270 copies were retrieved and used in the data analysis. The remaining copies were incomplete and were not used for the analysis.

The questionnaire survey was designed based on Likert scale point referred to as: (1) To a Very High Extent (THE), (2) To a High Extent (HE), (3) Neutral (N), (4) To a Very Low Extent (TLE) and (5) To a Low Extent (LE). The Likert Scale point was used to transform the data to scale measurement and the hypotheses were statistically tested using Friedman's 2- Way ANOVA operated with SPSS Version 20 at 1%-5% level of significance.

4. Data Presentations and Analysis

Table 1: The mean value on if the knowledge management has significant effect on cooperative societies in Anambra State, Nigeria.

Questions	Senior Staff	Middle Calibre	Junior Staff	Other Senior Officers
1	2.45	2.43	1.05	1.08
2	2.40	2.23	2.78	2.05
3	1.52	2.67	2.95	2.46
4	2.05	1.06	2.00	2.80
5	2.34	2.45	2.64	2.90

Source: Field Survey (2023).

For the test of hypothesis 1, the study used the data as exposted on table 1 above. The outcome of the test using Friedman’s 2- Way ANOVA is show on table 2 below:

Table 2: Result on Respondents Distribution on Table 1 Hypothesis Test Summary

Null Hypothesis	Test	Sig.	Decision
1 The distributions of SS, MC, JS and OSO are the same.	Related-Samples Friedman's Two-Way Analysis of Variance by Ranks	.012	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

Table 3: The mean value on if performance of cooperatives has significant effect on members and staff in Anambra State, Nigeria.

Questions	Senior Staff	Middle Calibre	Junior Staff	Other Senior Officers
1	2.45	2.70	2.57	1.76
2	2.04	2.67	2.54	1.78
3	2.67	2.98	1.45	1.43
4	2.89	2.43	1.89	1.21
5	2.24	2.56	1.32	1.00

Source: Field Survey (2023).

For the test of hypothesis 2, the study used the data as exposted on table 3 above. The outcome of the test using Friedman’s 2- Way ANOVA is show on table 4 below:

Table 4: Result on Respondents Distribution on Table 3 Hypothesis Test Summary

Null Hypothesis	Test	Sig.	Decision
1 The distributions of SS, MC, JS and OSO are the same.	Related-Samples Friedman's Two-Way Analysis of Variance by Ranks	.006	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

4.1. Discussion of Findings

The result of the analysis of the study using Friedman’s 2- Way ANOVA is expressed as follows:

Ho₁: knowledge management has no significant effect on cooperative societies in Anambra State, Nigeria.

In view of the analysis as shown on Table 2, the result shows that there is a significant and positive relationship between the knowledge management and cooperative societies in Anambra State, Nigeria. The Friedman’s 2- Way ANOVA test as shown on table 2 shows a p-value of 0.012. This probability value is statistically significant at 5% level. Thus, the null hypothesis was rejected as suggested by the decision rule shown in Table 2 and alternate hypothesis was accepted which contends that knowledge management has significant effect on cooperative societies in Anambra State, Nigeria.

Ho₂: performance of Cooperatives has no significant effect on members and staff in Anambra State, Nigeria.

In view of the analysis as shown on Table 4, the result shows that there is a significant and positive relationship between the performance of cooperatives and members and staff in Anambra State Nigeria. The Friedman’s 2- Way ANOVA test as shown on table 4 shows a p-value of 0.006. This probability value is statistically significant at 1% level. Thus, the null hypothesis was rejected as suggested by the decision rule shown in Table 4 and alternate hypothesis accepted which contends that performance of cooperatives has significant effect on members and staff in Anambra State, Nigeria.

5. Conclusion

Management is the force that runs an enterprise and effective performance of the members will enhance productivity because cooperatives sector remains of great significance to economic development. Knowledge management is the process through which organizational goals and objectives are achieved through collective and collaborative human efforts in suitable environment for sustainable democracy, peace and unity. Knowledge management of

cooperative helps in development of all sectors simultaneously through planning, coordinating, guidance and controlling of efforts of members in the achievement of goals of the nation for growth and expansion in Nigeria.

5.1. Recommendations

In line with the findings of the study, the following recommendations were made:

1. Government at all levels should make adequate provision for cooperatives in the yearly budget and release fund as at when due for cooperative programmes. Cooperative directors should be well remunerated for maximum encouragement and to enhance improved productivity through unity of purpose with government policies on agriculture.
2. Government to create enabling ground and environment for the successful activities of cooperative societies since the knowledge management of cooperative societies ensure effective performance for growth and expansion in Anambra state Nigeria.

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