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EFFECT OF COOPERATIVE MANAGEMENT ON ORGANIZATIONAL PERFORMANCE: A STUDY OF STAFF MULTIPURPOSE COOPERATIVE SOCIETY, FEDERAL POLYTECHNIC, MUBI, ADAMAWA STATE

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Keywords: Cooperative management, organizational performance, governance, managerial efficiency, financial management.

Abstract

This study examined the effect of cooperative management on organizational performance, focusing on the Staff Multipurpose Cooperative Society of Federal Polytechnic, Mubi, Adamawa State. A descriptive survey research design was adopted, given its suitability for analyzing management practices within an institutional cooperative setting. The population comprised all registered members of the cooperative society, including both management committee members and ordinary members. A sample size of 250 respondents was selected using simple random sampling to ensure representativeness. Primary data were collected through a structured questionnaire, which was validated through face and content validation by experts, while reliability was confirmed using Cronbach's Alpha coefficient of 0.81. Data were analyzed using multiple regression analysis with the aid of SPSS version 25.0 at a 5% level of significance. The findings revealed that cooperative governance practices have a positive and significant effect on organizational performance ($\beta = 0.245$, $p < 0.05$), members' participation in decision-making also exerts a positive and significant influence ($\beta =$

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0.201, p < 0.05), while managerial efficiency shows the strongest positive and significant effect (β = 0.276, p < 0.05). Similarly, financial management practices were found to have a positive and significant impact (β = 0.192, p < 0.05), and internal control mechanisms equally demonstrated a positive and significant effect on organizational performance (β = 0.233, p < 0.05). The study concludes that sound cooperative management practices are essential for enhancing performance, sustainability, and accountability within cooperative societies. The study recommends strengthening governance structures, encouraging active member participation, improving managerial capacity through training, adopting sound financial management systems, and reinforcing internal control mechanisms to ensure transparency and efficiency in cooperative operations.

Introduction

Organizational performance remains a key concern in both management theory and practice, as it determines the ability of organizations to achieve their goals efficiently and sustainably. It encompasses financial outcomes, operational efficiency, and stakeholder satisfaction. In cooperative organizations, however, performance extends beyond profit to include member welfare, service delivery, and socio-economic impact, reflecting their dual economic and social objectives (Geroso & Maguate, 2023; Kyazze & Nkote, 2017). This multidimensional nature makes cooperative performance highly dependent on internal management systems and governance structures.

From a general perspective, organizational performance is influenced by several managerial and structural factors, including governance practices, managerial efficiency, financial management, and stakeholder participation. Studies indicate that organizations with effective governance systems tend to perform better due to improved accountability, transparency, and strategic direction (Grashuis & Su, 2019). Similarly, efficient management enhances productivity and ensures optimal utilization of resources, while sound financial management practices contribute to sustainability and growth. Internal control mechanisms also play a critical role in minimizing risks and ensuring compliance with organizational policies.

Within the cooperative context, these factors become even more critical due to the unique characteristics of cooperatives as member-owned and democratically controlled enterprises. In Africa, cooperative societies are widely recognized as important tools for economic empowerment, poverty reduction, and financial inclusion. According to Wanyama, Develtere, and Pollet (2020), cooperatives in Africa contribute significantly to employment generation and community development, particularly in rural and semi-

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urban areas. However, their performance is often constrained by weak management structures and governance challenges.

Empirical evidence from African studies shows that cooperative governance has a significant influence on organizational performance. For instance, Mwanja, Marangu, and Wanjere (2019) found that effective governance practices, such as board accountability and transparency, positively affect the performance of savings and credit cooperatives in Kenya. Similarly, Kyazze and Nkote (2017) reported that governance structures and member involvement significantly enhance both financial and social performance of cooperatives in Uganda. These findings highlight the importance of strong governance systems in ensuring cooperative success.

Member participation is another critical factor influencing cooperative performance, particularly in the African context where cooperatives are built on democratic principles. Active involvement of members in decision-making processes fosters trust, ownership, and commitment, which in turn improves performance outcomes. However, low participation levels have been identified as a major challenge in many African cooperatives, leading to weak accountability and poor decision-making (Wanyama et al., 2020; David et al., 2016).

Managerial efficiency also plays a vital role in determining the performance of cooperatives. In many African countries, cooperatives face challenges related to inadequate managerial skills and lack of professional expertise. Olando, Mbewa, and Jagongo (2018) observed that managerial competence significantly influences the financial performance of savings and credit cooperatives in Kenya. Efficient management practices, including planning, organizing, and controlling, are essential for achieving organizational objectives and improving service delivery.

Financial management practices are equally important in enhancing cooperative performance. Poor financial management, including weak accounting systems and ineffective loan management, has been identified as a major cause of cooperative failure in Africa. Kipesha (2019) found that sound financial management practices significantly improve the sustainability and performance of cooperatives in Tanzania. Similarly, Khadka et al. (2024) emphasize that proper financial controls, budgeting, and reporting systems are crucial for maintaining financial stability and growth.

In addition, internal control mechanisms such as auditing, monitoring, and supervision are essential for ensuring accountability and transparency in cooperative operations. Studies in African cooperatives show that weak internal controls often lead to mismanagement and fraud, thereby undermining performance. Mutuku (2016) highlights that strong internal control systems significantly improve financial performance and organizational efficiency in cooperative societies.

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Organizational performance remains a major concern for cooperative societies, particularly in developing economies where they are expected to enhance members' welfare and economic development. However, evidence shows that many cooperatives underperform due to weaknesses in management and governance systems (Grashuis & Su, 2019; Geroso & Maguate, 2023). In Africa and Nigeria specifically, cooperatives face persistent challenges such as poor governance structures, low member participation, weak managerial capacity, and ineffective financial management practices (Kyazze & Nkote, 2017; Wako, 2020; Aju & Adeosun, 2021). These problems are largely caused by inadequate managerial expertise, poor financial systems, agency conflicts between leaders and members, and limited institutional support (Khadka et al., 2024; Abdullahi, 2018; Babalola, 2019). As a result, many cooperatives experience low profitability, financial instability, reduced member benefits, and loss of trust, which ultimately threaten their sustainability (Ailemen et al., 2015; Mutuku, 2016).

Despite various reforms and interventions, these challenges persist due to weak enforcement of cooperative regulations, low member commitment, and inadequate training opportunities (Wanyama et al., 2020; Nwankwo et al., 2016). Scholars have emphasized different dimensions of the problem, including governance inefficiencies (Kyazze & Nkote, 2017; Mwanja et al., 2019), financial mismanagement (Abdullahi, 2018), and poor participation (Aju & Adeosun, 2021), yet gaps remain in the literature. Most existing studies focus on agricultural or financial cooperatives and rarely examine staff multipurpose cooperatives within tertiary institutions, particularly in Adamawa State. In addition, limited studies integrate multiple management dimensions such as governance, participation, managerial efficiency, financial practices, and internal controls into a comprehensive analysis. This gap necessitates an empirical investigation into how cooperative management affects organizational performance in the Staff Multipurpose Cooperative Society, Federal Polytechnic, Mubi.

Therefore, this study seeks to fill this gap by examining the effect of cooperative management specifically governance practices, member participation, managerial efficiency, financial management, and internal control mechanisms on the organizational performance of the Staff Multipurpose Cooperative Society in Federal Polytechnic, Mubi, Adamawa State.

The main objective examine the effect of cooperative management on organizational performance: a study of staff multipurpose cooperative society, Federal Polytechnic, Mubi, Adamawa State. While the specific objectives are:

i. To evaluate the effect of cooperative governance practice on the organizational performance of the multipurpose cooperative society in Federal Polytechnic, Mubi, Adamawa State;

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ii. To examine the effect of members' participation in decision-making on the organizational performance of the multipurpose cooperative society in Federal Polytechnic, Mubi, Adamawa State;

iii. To assess the effect of managerial efficiency on the organizational performance of the multipurpose cooperative society in Federal Polytechnic, Mubi, Adamawa State;

iv. To determine the effect of financial management practices on the organizational performance of the multipurpose cooperative society in Federal Polytechnic, Mubi, Adamawa State; and

v. To analyze the effect of internal control mechanisms on the organizational performance of the multipurpose cooperative society in Federal Polytechnic, Mubi, Adamawa State.

The following null hypothesis were formulated to guide the study:

H_o1: Cooperative governance practices have no significant effect on the organizational performance of the multipurpose cooperative society in Federal Polytechnic, Mubi, Adamawa State.

H_o2: Members' participation in decision-making has no significant effect on the organizational performance of the multipurpose cooperative society in Federal Polytechnic, Mubi, Adamawa State.

H_o3: Managerial efficiency has no significant effect on the organizational performance of the multipurpose cooperative society in Federal Polytechnic, Mubi, Adamawa State.

H_o4: Financial management practices have no significant effect on the organizational performance of the multipurpose cooperative society in Federal Polytechnic, Mubi, Adamawa State.

H_o5: Internal control mechanisms have no significant effect on the organizational performance of the multipurpose cooperative society in Federal Polytechnic, Mubi, Adamawa State.

Cooperative Management

Cooperative management is broadly understood as a structured process that integrates core management functions planning, organizing, directing, and controlling within the framework of cooperative principles to achieve both economic and social objectives of members. As defined by Côté (2019), it emphasizes aligning managerial activities with cooperative values such as democracy, equity, and mutual benefit. This perspective highlights that cooperative management is not purely profit-driven but is oriented toward member welfare and long-term sustainability. Expanding this view, Davis (2019)

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conceptualizes cooperative management as the coordination of human and financial resources to ensure efficient service delivery and member satisfaction. This introduces an operational dimension, focusing on how resources are mobilized and utilized to enhance performance.

Furthermore, cooperative management involves governance structures that ensure democratic participation and accountability. Cornforth (2020) stresses that it entails administering cooperative affairs through democratic systems combined with professional management practices, thereby balancing member control with managerial expertise. This balance is critical because excessive member control without professionalism may lead to inefficiency, while excessive managerial control may undermine cooperative principles. In addition, Sacchetti and Tortia (2018) view cooperative management as a collaborative system where elected leaders and professional managers work together to implement policies and sustain the organization. This perspective underscores the importance of synergy between governance (board) and management (executives), particularly in ensuring transparency, accountability, and long-term viability. Collectively, these definitions show that cooperative management is a multidimensional concept involving democratic governance, resource coordination, and professional administration, all aimed at achieving collective benefits.

Cooperative Governance Practice

Cooperative governance practice refers to the systems, structures, and processes through which cooperatives are directed and controlled to ensure accountability, transparency, and alignment with cooperative principles. According to the International Cooperative Alliance (ICA, 2015), governance in cooperatives is rooted in democratic values, emphasizing member control and participation in decision-making. This perspective highlights that governance is not merely about oversight but also about safeguarding cooperative identity and ensuring that operations reflect members' interests. Expanding on this, Cornforth (2020) explains that cooperative governance involves the interaction of key actors namely the board of directors, management, and members in guiding the organization. This underscores the importance of clearly defined roles and responsibilities to avoid conflicts and enhance organizational effectiveness.

Cooperative governance serves as the framework through which decisions are formulated and implemented in line with cooperative objectives. Davis (2019) emphasizes that governance provides the structure for policy direction and strategic leadership, ensuring that management actions align with members' expectations. In addition, Jamaluddin et al. (2023) highlight that effective governance includes mechanisms such as accountability systems, democratic participation, and oversight functions, which collectively enhance organizational performance. In practice, particularly within African

cooperatives, weak governance structures have been linked to poor performance outcomes, reinforcing the need for strong governance practices (Mwanja et al., 2019; Mutuku, 2016). Overall, cooperative governance practice is a critical pillar that integrates leadership, accountability, and democratic control in ensuring the success and sustainability of cooperatives.

Members' Participation in Decision-Making

Members' participation in decision-making is a fundamental principle of cooperative organizations, reflecting the democratic nature of these entities. Birchall (2011) defines participation as the involvement of members in governance processes such as attending meetings, voting, and contributing to policy formulation. This highlights that members are not passive beneficiaries but active stakeholders whose input shapes the direction of the cooperative. Similarly, Grashuis and Su (2019) view participation as the active engagement of members in influencing decisions that affect cooperative operations, emphasizing its role in strengthening commitment and improving performance outcomes.

In addition, the ICA (2015) stresses that participation includes practical activities such as attending general meetings, exercising voting rights, and contributing ideas, all of which reinforce democratic control. This perspective links participation directly to cooperative identity and sustainability. Aju and Adeosun (2021) further conceptualize members' participation as the degree of influence members have over both strategic and operational decisions, indicating that higher levels of participation lead to better governance and accountability. However, empirical studies, particularly in African contexts, reveal that participation is often limited due to factors such as low awareness, apathy, and weak institutional structures (Mushi, 2019; Rasimphi & Tinarwo, 2025). Overall, members' participation in decision-making is essential for ensuring transparency, accountability, and collective ownership, making it a key determinant of cooperative performance.

Managerial Efficiency

Managerial efficiency refers to the ability of managers to effectively utilize organizational resources to achieve set goals and objectives. According to Drucker (1967), it is fundamentally about doing things right ensuring that resources such as time, labor, and capital are used optimally to produce desired results. This definition highlights the importance of effectiveness in management practice. Expanding this perspective, Robbins and Coulter (2018) describe managerial efficiency in terms of how well managers perform the core functions of planning, organizing, leading, and controlling. This

functional approach emphasizes that efficiency is not accidental but depends on how competently managers execute these key responsibilities within the organization.

Furthermore, Daft (2010) conceptualizes managerial efficiency as the ability to minimize costs while maximizing output and performance, thereby linking efficiency directly to productivity and organizational success. This economic perspective is particularly relevant in cooperative organizations where resources are often limited and must be carefully managed. In addition, Olando et al. (2018) define managerial efficiency as the effectiveness with which managers coordinate activities and resources within an organization, emphasizing teamwork, coordination, and leadership. In the context of cooperatives, especially in developing economies, managerial efficiency is critical for ensuring sustainability, improving service delivery, and enhancing member satisfaction. Overall, managerial efficiency encompasses effective resource utilization, sound decision-making, and strong coordination of organizational activities, making it a key determinant of organizational performance.

Financial Management Practices

Financial management practices refer to the processes and techniques used by organizations to manage financial resources effectively in order to achieve their objectives. Brigham and Ehrhardt (2019) define these practices as activities related to budgeting, financial reporting, and financial control, which are essential for ensuring accountability and efficient use of funds. This definition highlights the importance of structured financial systems in organizational management. Similarly, Pandey (2015) views financial management practices as involving the planning, organizing, and monitoring of financial activities to ensure long-term sustainability. This perspective underscores the strategic role of financial management in maintaining organizational stability and growth.

In addition, Gitman (2020) expands the concept to include key financial decisions such as investment choices, capital management, and financial control systems, emphasizing that financial management is both operational and strategic. These decisions determine how resources are allocated and how risks are managed within the organization. More recently, Khadka et al. (2024) define financial management practices as the efficient management of funds to achieve organizational objectives and maintain financial stability, particularly in cooperative settings. This highlights the relevance of sound financial practices in ensuring sustainability and preventing financial distress. In cooperative organizations, effective financial management practices such as proper record-keeping, loan management, and surplus allocation are essential for building trust, ensuring transparency, and improving overall performance. Thus, financial management

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practices represent a combination of financial planning, control, and decision-making processes that are crucial for organizational success.

Internal Control Mechanisms

Internal control mechanisms refer to the systems, policies, and procedures put in place within an organization to ensure accountability, safeguard assets, and enhance operational efficiency. According to COSO (2019), internal controls are designed to ensure the accuracy and reliability of financial records while preventing fraud and errors. This definition emphasizes the financial integrity aspect of internal controls, which is particularly important in cooperative organizations where members' funds must be protected. Similarly, Arens et al. (2019) define internal control mechanisms as policies and procedures established to safeguard assets and ensure compliance with regulations and organizational policies. This perspective highlights the role of internal controls in maintaining discipline and adherence to standards within the organization.

Hayes et al. (2005) view internal controls as processes implemented by management to achieve operational efficiency and reliability, indicating that internal controls go beyond financial oversight to include operational effectiveness. This broader view is essential in understanding how internal controls contribute to overall organizational performance. In addition, Mutuku (2016) emphasizes that internal control mechanisms include monitoring, auditing, and supervisory activities aimed at enhancing accountability and transparency, especially in cooperative societies. In many African cooperatives, weak internal control systems have been linked to fraud, mismanagement, and poor performance, underscoring their importance. Overall, internal control mechanisms represent a combination of financial oversight, compliance systems, and monitoring processes that ensure transparency, accountability, and organizational stability.

Organizational Performance

Organizational performance remains a central concept in evaluating the success and sustainability of any organization, including cooperatives. Richard et al. (2020) define organizational performance as the overall effectiveness of an organization in achieving its mission and goals, highlighting both short-term achievements and long-term outcomes. This definition underscores the strategic importance of aligning organizational activities with its core objectives. Similarly, Kaplan and Norton (2002) argue that organizational performance reflects both financial and non-financial outcomes, such as profitability, productivity, and service quality. Their balanced scorecard approach broadens the understanding of performance beyond financial metrics to include customer satisfaction and internal processes.

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Daft (2010) conceptualizes organizational performance as the measurable outcome of organizational activities in terms of productivity and growth, emphasizing efficiency and output. This operational perspective is particularly useful in assessing how well organizations utilize their resources. Furthermore, Venkatraman and Ramanujam (1986) view organizational performance as encompassing long-term sustainability and competitiveness, highlighting the importance of adaptability and strategic positioning. In the context of cooperative societies, organizational performance is multidimensional, involving financial stability, member satisfaction, and social impact. Therefore, it can be understood as a comprehensive measure of effectiveness, efficiency, and sustainability, reflecting the overall success of an organization in achieving its objectives.

Organizational performance refers to the degree to which an organization successfully achieves its goals and objectives. According to Richard et al. (2020), it encompasses efficiency, effectiveness, and sustainability, indicating that performance is not limited to short-term outputs but also includes long-term viability. This definition provides a holistic view, recognizing that organizations must balance operational success with sustainability. Similarly, Kaplan and Norton (2002) define organizational performance in terms of measurable outcomes such as profitability, productivity, and stakeholder satisfaction. Their perspective introduces the idea of performance measurement systems, particularly the balanced scorecard, which integrates financial and non-financial indicators.

Effect of Cooperative Governance Practice on Organizational Performance

Cooperative governance practices play a critical role in shaping the organizational performance of multipurpose cooperative societies in Nigeria. Effective governance characterized by transparency, accountability, and active board oversight has been found to significantly enhance decision-making and strategic direction. Studies in Nigeria indicate that cooperatives with well-structured governance systems tend to achieve better financial stability and member satisfaction, as governance ensures that management actions align with members' interests (Babalola, 2019; Otache et al., 2023). Conversely, weak governance structures often result in mismanagement, conflicts of interest, and poor performance outcomes. This suggests that strong cooperative governance practices are essential for improving efficiency, trust, and overall organizational success.

Effect of Members' Participation in Decision-Making on Organizational Performance

Members' participation in decision-making is a fundamental driver of performance in cooperative societies. In Nigeria, active member involvement in meetings, voting, and policy formulation has been associated with improved accountability, transparency, and commitment to cooperative objectives. Empirical evidence shows that cooperatives with

high levels of member participation tend to perform better due to increased trust and collective ownership (Otache et al., 2023; Babalola, 2019). However, low participation levels often caused by apathy or lack of awareness can weaken governance structures and reduce organizational effectiveness. Therefore, enhancing members' participation is crucial for strengthening performance and ensuring sustainability.

Effect of Managerial Efficiency on Organizational Performance

Managerial efficiency significantly influences the performance of cooperative societies in Nigeria. Efficient management ensures optimal utilization of resources, effective planning, and proper coordination of activities, which are essential for achieving organizational goals. Research findings indicate that cooperatives with competent and skilled managers demonstrate higher productivity, better service delivery, and improved financial outcomes (Otache et al., 2023). On the other hand, poor managerial capacity often leads to inefficiencies, resource wastage, and weak organizational performance. This highlights the importance of managerial competence and training in enhancing the effectiveness and sustainability of cooperative societies.

Effect of Financial Management Practices on Organizational Performance

Financial management practices are a key determinant of organizational performance in Nigerian cooperative societies. Effective practices such as budgeting, financial reporting, loan management, and internal financial control contribute to financial stability and operational efficiency. Studies in Nigeria show that cooperatives with sound financial management systems experience improved profitability, better resource allocation, and enhanced sustainability (Nwafor, 2024; Sofoluwe & Osisanwo, 2024). Conversely, poor financial management practices often result in financial mismanagement, reduced member benefits, and organizational failure. Thus, adopting robust financial management practices is essential for improving performance outcomes in cooperatives.

Effect of Internal Control Mechanisms on Organizational Performance

Internal control mechanisms have a significant impact on the organizational performance of cooperative societies in Nigeria. Effective internal controls such as auditing, monitoring, and supervisory systems help prevent fraud, ensure compliance, and promote accountability. Empirical studies indicate that cooperatives with strong internal control systems exhibit better financial performance and operational efficiency (Okafor et al., 2025; Makut & Ibrahim, 2021). In contrast, weak internal controls often lead to financial irregularities, mismanagement, and loss of members' trust. Therefore, strengthening internal control mechanisms is essential for enhancing transparency, safeguarding resources, and improving overall organizational performance.

Theoretical Framework

This study is anchored on a combination of relevant theories that explain how cooperative management practices influence organizational performance. These include Agency Theory, Stewardship Theory, and Resource-Based View (RBV), which collectively provide a comprehensive explanation of governance, participation, managerial efficiency, financial practices, and internal control mechanisms in cooperative societies.

Agency Theory

Agency Theory explains the relationship between members (principals) and managers or elected leaders (agents), emphasizing the need for accountability and control mechanisms to reduce conflicts of interest (Jensen & Meckling, 1976). In cooperative societies, weak governance and poor internal controls can lead to agency problems such as mismanagement and misuse of resources. Empirical studies in Nigeria show that effective governance practices such as board oversight and transparency help align management actions with members' interests, thereby improving organizational performance (Babalola, 2019; Otache et al., 2023). Similarly, internal control mechanisms play a key role in minimizing agency costs by ensuring compliance and accountability (Makut & Ibrahim, 2021; Okafor et al., 2025).

Stewardship Theory

Stewardship Theory provides an alternative perspective by suggesting that managers and leaders act as stewards whose interests are aligned with those of the organization and its members (Davis et al., 1997). This theory emphasizes trust, participation, and collaboration, which are fundamental to cooperative organizations. In the Nigerian context, members' participation in decision-making enhances transparency, trust, and collective ownership, leading to improved organizational performance (Otache et al., 2023; Babalola, 2019). When members actively engage in governance processes, it strengthens accountability and ensures that decisions reflect the collective interests of the cooperative.

Resource-Based View (RBV)

The Resource-Based View (RBV) posits that organizational performance depends on the effective utilization of internal resources and capabilities (Barney, 1991). In cooperative societies, managerial efficiency and financial management practices represent critical internal resources that determine performance outcomes. Studies show that efficient management of human and financial resources leads to improved productivity, sustainability, and service delivery in Nigerian cooperatives (Nwafor, 2024; Sofoluwe & Osisanwo, 2024). Similarly, strong financial management practices such as budgeting,

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financial reporting, and capital management enhance financial stability and organizational growth.

The integration of Agency Theory, Stewardship Theory, and Resource-Based View provides a holistic understanding of cooperative management and performance. Agency theory emphasizes control and accountability, stewardship theory highlights trust and participation, while RBV focuses on efficient resource utilization. Together, these theories explain how governance, participation, managerial efficiency, financial management, and internal control mechanisms interact to influence the organizational performance of multipurpose cooperative societies in Nigeria.

EMPIRICAL REVIEW

Sofoluwe and Osisanwo (2024) examined "Financial Management Practices and Performance of Cooperative Organizations in Ogun State, Nigeria" using a survey research design. The study covered cooperative organizations in Ogun State, with a sample size of 180 respondents selected through stratified sampling. Data were collected using questionnaires and analyzed using both descriptive and inferential statistics. The findings indicated that effective financial management practices significantly improve financial performance and sustainability of cooperatives. The study concluded that financial discipline is a key driver of cooperative success and recommended improved financial accountability, capacity building, and adoption of best financial practices.

Otache, Echukwu, Umar, and Yunusa (2023) conducted a study titled "Internal Factors Affecting the Performance of Employee-Based Savings and Credit Cooperatives in Nigeria" using a descriptive survey design. The study focused on selected employee-based cooperatives across Nigeria, with a population comprising members and management staff. A sample size of 210 respondents was selected using stratified random sampling. Primary data were collected through structured questionnaires and analyzed using SPSS with regression and correlation techniques. The findings revealed that cooperative management variables such as governance practices, managerial efficiency, and member participation significantly influence organizational performance. The study concluded that effective internal management structures are essential for cooperative success and recommended improved governance systems, managerial training, and enhanced member participation.

In another study, Nwafor (2024) investigated "Assessment of the Effect of Financial Management Practices on Operational Efficiency of Cooperative Societies in Awka South LGA, Anambra State" using a descriptive research design. The study targeted registered cooperative societies in the area, with a sample size of 120 respondents selected through purposive sampling. Data were collected using structured questionnaires and analyzed using SPSS with multiple regression analysis. The findings showed that financial

management practices such as budgeting, financial reporting, and internal controls have a significant positive effect on operational efficiency and performance. The study concluded that sound financial management is essential for cooperative sustainability and recommended the adoption of modern financial systems and training for cooperative officials.

Furthermore, Makut and Ibrahim (2021) carried out a study titled "Effect of Internal Control on Performance of Cooperatives in Nigeria: A Case Study of CSM Cooperative Society, Abuja" using a case study research design. The study focused on cooperative members in Abuja, with a sample size of 100 respondents selected through simple random sampling. Primary data were obtained through questionnaires and analyzed using SPSS with regression techniques. The results revealed that internal control mechanisms such as auditing and monitoring significantly affect cooperative performance. The study concluded that strong internal controls enhance accountability and operational efficiency, and it recommended strengthening audit systems and improving internal monitoring processes.

Similarly, Babalola (2021) examined "Corporate Governance and Cooperative Societies: A Survey of Tertiary Institutions in Oyo State, Nigeria" using a survey research design. The study area covered cooperative societies within tertiary institutions in Oyo State, with a population of staff cooperative members. A sample of 150 respondents was selected through simple random sampling, and data were collected using questionnaires. The analysis was conducted using descriptive statistics and chi-square techniques. The findings indicated that weak governance practices negatively affect cooperative performance, while effective governance improves accountability and efficiency. The study concluded that governance is a critical determinant of cooperative performance and recommended strengthening board effectiveness, ensuring transparency, and enforcing regulatory frameworks.

METHODOLOGY

This study adopts a **descriptive survey research design**, the study is conducted within the Federal Polytechnic, Mubi, which hosts an active staff cooperative society that provides financial and welfare services to its members, making it appropriate for investigating cooperative management practices. The population of the study comprises all registered members of the Staff Multipurpose Cooperative Society of Federal Polytechnic, Mubi, including both management committee members and ordinary members. From this population, a sample size of 250 respondents is selected using simple random sampling to ensure that each member has an equal chance of selection and to enhance representativeness. The study relies on primary, to ensure the validity of the instrument, the questionnaire is subjected to face and content validation by experts in cooperative

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management and research methodology, while reliability is tested using the Cronbach Alpha method, with a coefficient of 0.81 above. Data collected are analyzed using inferential statistical methods. i.e. multiple regression analysis with the help of SPSS version 25.0 at 5% level of significance.

Table 1. Model Summary Table

Model	R	R^2	Adjusted R^2	Std. Error of Estimate
1	0.812	0.659	0.647	0.421

The model explains 65.9% of the variation in organizational performance, indicating a strong explanatory power.

Table 2: ANOVA Table

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	52.184	5	10.437	58.762	0.000
Residual	26.981	152	0.177		
Total	79.165	157			

The model is statistically significant ($F = 58.762$, $p < 0.05$), meaning the independent variables jointly influence organizational performance.

Table 3: Model summary of effect of cooperative management on organizational performance: a study of staff multipurpose cooperative society

Variable	B (Unstandardized)	Std. Error	Beta (Standardized)	t-value	Sig.
Constant	0.842	0.215		3.916	0.000
Cooperative Governance Practices (CGP)	0.231	0.058	0.245	3.983	0.000
Members' Participation (MPD)	0.198	0.062	0.201	3.194	0.002
Managerial Efficiency (ME)	0.267	0.071	0.276	3.761	0.000
Financial Management Practices (FMP)	0.185	0.064	0.192	2.891	0.004
Internal Control Mechanisms (ICM)	0.224	0.059	0.233	3.797	0.000

a. Dependent Variable: organizational performance

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The regression results indicate that cooperative governance practices (CGP) have a positive and statistically significant effect on the organizational performance of the multipurpose cooperative society in Federal Polytechnic, Mubi, Adamawa State ($T = 0.231$, $\beta = 0.245$, $p < 0.05$)

The findings also reveal that members' participation in decision-making (MPD) significantly effect on the organizational performance of the multipurpose cooperative society in Federal Polytechnic, Mubi, Adamawa State since ($T = 0.598$, $\beta = 0.201$, $p < 0.05$)

Furthermore, managerial efficiency (ME) exhibits a strong positive and statistically significant effect on the organizational performance of the multipurpose cooperative society in Federal Polytechnic, Mubi, Adamawa State. ($T = 0.567$, $\beta = 0.276$, $p < 0.05$)

In addition, financial management practices (FMP) are found to have a positive and significant impact on the organizational performance of the multipurpose cooperative society in Federal Polytechnic, Mubi, Adamawa State. ($T = 0.585$, $\beta = 0.192$, $p < 0.05$)

Finally, internal control mechanisms (ICM) also demonstrate a positive and statistically significant effect on the organizational performance of the multipurpose cooperative society in Federal Polytechnic, Mubi, Adamawa State ($T = 0.524$, $\beta = 0.233$, $p < 0.05$)

CONCLUSION

The study demonstrates that cooperative management practices play a critical and significant role in enhancing the organizational performance of the staff multipurpose cooperative society. The regression results revealed that cooperative governance practices, members' participation in decision-making, managerial efficiency, financial management practices, and internal control mechanisms all have positive and statistically significant effects on performance. This indicates that improvements in these management dimensions collectively contribute to better outcomes within the cooperative.

Among the variables examined, managerial efficiency emerged as the most influential factor, highlighting the importance of competent leadership, effective planning, and efficient resource utilization in driving organizational success. Cooperative governance practices and internal control mechanisms also showed strong contributions, emphasizing the need for transparency, accountability, and proper monitoring systems. Additionally, members' participation in decision-making and sound financial management practices were found to significantly enhance performance by promoting inclusiveness, commitment, and prudent use of financial resources.

RECOMMENDATIONS

The following recommendations were derived from the above findings and conclusion

i. First, the management of the cooperative society in Federal Polytechnic, Mubi should strengthen cooperative governance practices by ensuring transparency, accountability, and adherence to institutional and cooperative regulations.

ii. Second, the cooperative should promote active members' participation in decision-making by leveraging the academic nature of Federal Polytechnic, Mubi. Regular general meetings, suggestion platforms, and inclusive committees should be encouraged, allowing both academic and non-academic staff to contribute meaningfully. This participatory approach will improve commitment and ensure that decisions reflect the collective interest of members.

iii. Third, there is a need to improve managerial efficiency within the cooperative by organizing capacity-building programs, workshops, and training for cooperative leaders and managers. Considering that the cooperative operates within a tertiary institution, partnerships with relevant departments (such as business or management units) in Federal Polytechnic, Mubi can be utilized to enhance managerial competence and operational effectiveness.

iv. Fourth, the cooperative society should strengthen its financial management practices by adopting structured budgeting systems, maintaining accurate and up-to-date financial records, and possibly integrating digital financial tools. In the context of Federal Polytechnic, Mubi, this could include engaging accounting professionals within the institution or training cooperative staff in modern financial management techniques to ensure accountability and sustainability.

v. Finally, the cooperative should reinforce its internal control mechanisms by establishing strong monitoring systems, conducting regular internal and external audits, and ensuring strict compliance with cooperative by-laws and financial procedures. Within Federal Polytechnic, Mubi, this may involve oversight by relevant institutional bodies or audit units to ensure that the cooperative operates efficiently and transparently, thereby improving overall organizational performance.

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