

Cooperative Membership Influences on Entrepreneurship Performance: Mediated By Entrepreneurial Orientation.

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Abstract

Purpose - The study was undertaken to know the impact of cooperative societies on entrepreneurial financial performance and employment generation /job creation with the mediating effect of entrepreneurial orientation.

Design and methodology used - The study access the impact of EO on both cooperators and non-cooperators in relation to their financial performance and job creation.

Findings - The result of the finding shows that there exist a positive relationship between entrepreneurship orientation with financial performance, found to have a positive relationship with job creation for both cooperators and non-cooperators; initial capital outlay was positively related to job creation for the cooperators as embraced by many authors, that cooperative is one of the major avenues for employment generation.

Research Limitation and Implications -In line with the investigations made, it is worth to note that cooperative is no doubt the bed rock of a growing economy especially among the under developed countries like Nigeria. Cooperative help in poverty alleviation and reduction through its roles in job creation, succor for capital formation for the SMEs. Government is therefore encouraged to give more publicity and support to cooperative and also lay emphasis on entrepreneurial orientation for a brighter future, enhanced performance, poverty free societies and a better Nigeria.

Originality and values – The research work stands to be one of the first that studied the relationship that cooperative has on SMEs with the mediating effect of entrepreneurship orientation.

Key Words - Entrepreneurial Orientation, Financial performance, Cooperators, Nigeria

Paper type – Research study

Introduction

History of cooperatives

Cooperatives are as old as the man , it started since the existence of man on earth and going by history it is not new .Human from ages cooperate together in order to improve their survival rate and to do what was difficult to accomplished

as an individual, they go in group for hunting, fishing, farming and raising of habitation to shield themselves from cold which would prove too difficult for an individual .All these are carried out naturally to enhance their survival which is a major character of living things.. Historians have found reliable evidence of cooperation among peoples in early Greece, Babylon Egypt, and Rome among Native American and African tribes, and between many other groups in the world.

In most part of Africa, Nigeria as an example .In the olden days people come together to assist each other on the farm based on rotation and also encouraged themselves to join hands in contribution which can be weekly, bi-weekly or monthly and in turn the money is taken in rotation .All these efforts are geared towards their survival, to improve their economic and social status.

Cooperatives began to take a formal shape at the down of industrial revolution 1844 when the economic situation became terrible; people work endlessly with little payment which was not meeting their needs .Wealth was concentrated in the hand of the few ones, who used it to extort the less privileged and gain excessive economic advantage, due to mass movement to cities where farm cultivation was hampered. The cost of living was high with few varieties which prompted some of the less privileged among them to come together for solution, the group which consisted of farmers, consumers and producer to gain economic clout to improve their option through joint purchase and sales of the product using a just measure and price, referred to as ‘‘honest food at honest price’’. This group unanimously take responsibility of the business reporting to themselves sharing the dividend and any loss accrued from the business, became the first former co-operative society in history with the pioneer by name Rochdale Equitable in 1844 with 27 other weavers, latter increased to 74 in 1845 and by 1860 the number has increased to 3,450 members and today we have over 1 billion members across the globe. (Adedayo 2006).

With the brief history above cooperative can said to be a simple idea of people united with a purpose, common goal and deep felt needs come together to accomplish their aim and objectives through the pulling together of their resources, energy and time to accomplish the objectives for their economy, which are often in business forms and social needs most time.Cooperatives are based on values of self-help, self-responsibility, democracy, equity, equality and solidarity. In addition to these, the cooperative founders believe in the ethical values of honesty, openness, social responsibility and caring for others (ICA 1995). Things which may be difficult to achieve as an individual may be easy with the joint effort of others (Karen 2002), added that cooperative convey the idea of cooperation and perform a more significant role than ordinarily thought-out. (Navarra 2016).

Small and Mediums Scale Business

Small and Medium Scale Business Enterprises has been found to be the bedrock of any economy and has received considerable attention all over the world, with the antecedent advantages and capital which has often be a major obstacle to its establishment. Capital formation has remained a major challenge in SMEs in many developing countries of the world, especially Africa of which Nigeria is inclusive. Nigeria falls within the GINI index ratio of 0.50 – 0.70.

For many decades' cooperative societies, most especially savings and credit unions has become a succor to many small and medium scale business enterprises for their capital formation. Organization for economic co-operation and development informs that above 95%of business creativities are small scale and accounts for about 60% of non-public work, making input to invention supporting national growth, societal and commercial harmony (Dalberg2011).

Entrepreneur has been defined by various authors at diverse time with different views. (Cantillon 1755) was the first to present the thought of the entrepreneur which he attributed individual capability to own property arbitragers and wage workers. It was however enriched by (Say 1803) to indicate those who coordinate the factors of production and distribution, in this light, an entrepreneur is viewed as the one who direct the affairs of business to ensure that the targeted goal is reached. (Marshall 1890) argues on the other hand, that entrepreneur is simply merchandise. (Knight 1921) delineated entrepreneur to be a risk bearer. In 1968 Baumol postulated an entrepreneur to be a person who distinctly locate novel concepts, utilizing that opportunity and put them into use through the satisfaction of that market gap. (Harper2003) was of the opinion, that entrepreneur remains a function of subjective agency trust. He added that folks, idea and culture of selfhood forms consciousness and affects the inclination to be ready for innovative action and entrepreneurial intention. SMEs have been regarded as a major security and building block for any growing and stable economy (Popoola 2014). Has the tendency to improve Nigeria economy (UNIDO 2012), presently Nigeria has above 17 million MSMEs generating more than 31 million employments and accounting for over 80% of business ventures employing more than 75% of its entire labor force, with the GDP growth between 6 – 8% in the past decade, making the country to be recon as one of the fastest growing markets and business community in the glob (Global entrepreneurship monitor 2012).

Purpose of the study

With the increased relevance of entrepreneur to the national development, many topics have been researched on by many authors with a large body of literature. Little consideration has been given to the role play by co-operative societies in entrepreneurship performance and the abilities of entrepreneurial orientation on its members. In lieu of this, the researchers intend to examine the relationships that exist between being a member of a cooperative society and entrepreneurial orientation and its simultaneous effects on entrepreneurship performance. The study showed the correlation relationships

that exist between cooperative membership, non-members and members' orientation to be propel to start a business, as said by one of the founding fathers of cooperative Robert Owen who opined that when people come together and pull their resources together they can rise out of poverty through the orientation gotten from cooperative and become innovative to embark on entrepreneurial activities. Major setback faced by MSMEs has frequently been monetary and educational inadequacy (Nwachukwu 2012), which undoubtedly can be gotten from cooperative societies. The researchers also checked the relationship between entrepreneurial orientation and entrepreneurial performance, simultaneously considering its impact on:

- Financial performance
- Job creation

The study of these relationships is expected to fill several research gaps in cooperative studies and entrepreneurship literature. Though many researches has been carried out recently along the same vein out of which are, Roles of cooperatives in small and medium scale enterprises development in Nigeria (Nwankwo et al 2012), Stakeholders perception of cooperative societies as a micro-credit delivery channel in the Nigeria financial sector reform era (Oladejo 2013),The effect of entrepreneurship on economy growth and development in Nigeria (Adeoye 2015), Entrepreneurship, employment and sustainable development in Nigeria (Joshua and Kamah 2015). The finding shows all the relevant impact of cooperatives on entrepreneurial development and the place of entrepreneurships in the overall economy development.

From the above observation based on the above-mentioned findings, it can be deduced that there exist a paucity of empirical research concerning the mediating role of entrepreneurial orientation between cooperative society membership /non-membership and the entrepreneurial performance in literature.

Research Model and Hypothesis

Illustrated in Figure 1, shows the research model comprising of different relationships, embedded advantages as cooperative members, how it enhances entrepreneurial orientation and the relationship to entrepreneurship performance, in job creation, financial performance simultaneously.

H4

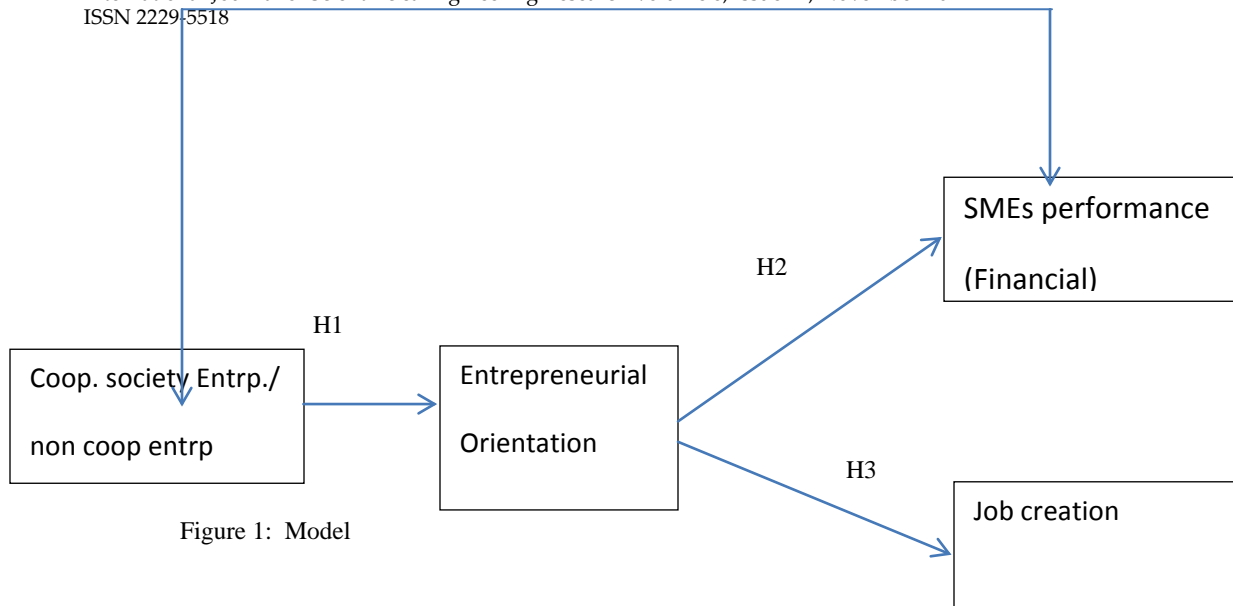


Figure 1: Model

To avoid the issue of confounding variables, age, age of the business, gender, size of the business, marital status and educational level were put under control during the analysis in order to prevent its effect on the study variables.

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Cooperative society and Entrepreneurial orientation

Cooperative societies from inception have not only impacted on the development of small scale business enterprises but also a business on its own with the abilities of promoting small scale business through their financial assistance, encouragement of members formation of small scale industries (Nwankwo 2012). In Nigeria better access is made available for members to get loan with lower interest rate, less administrative procedures and little collateral security. After acquiring the loan, they learn how to trade diligently, to heighten pay back of the loan. This has become a success

story in many countries of the world. .Conception of an entrepreneurial orientation (EO) is to elucidate the approach by business organization which involves tracking innovative undertakings to enter new entrepreneurial action (Lumpkin and Dess, 2001), a major activities of cooperative societies both as a group and individual. This unifying cord has often been seen as a propelling force for member to undertake their own personal business, helping members in various ways in Cooperative (UK 2008). As Bill Clinton rightly said, “We all do better when we work together. Our differences do matter, but our common humanity matters more.” Going by self-determination theory, human are drive by their individual disposition, basically inherent and extrinsic motivation, and its importance on human mental and discrete characteristics. The theory support individual personal autonomy in their decision making, which is in line voluntary association with the cooperative societies through their own personal experience and the need for relatedness as human. It is argued to be the most volitional and high quality forms of motivation and engagement for activities, including enhanced performance, persistence and creativity (Koesstner et al 2008). Knowing that, vision is of paramount importance to the members, in engendering inventions among competitors (Tellis and Golder 2001). Cooperative provides entrepreneurial orientation and sense of belongings to propel members’ creativity. Leading to the following hypothesis:

H1: Being a Cooperator is positively related to entrepreneurial orientation.

Entrepreneurial Orientation and Entrepreneurship Performance:

Entrepreneurs are an individual that involves themselves in novel ideas, embarked on to a certain degree of dicey projects and comes up with unbeatable inventions which their competitors cannot withstand domestically or globally. Entrepreneur is far more than the provision of goods and services for the consumer in this global competitiveness, where every business struggle to take a balance, it invariably means providing goods and service of high value with/for the customers and the consumers. In the attempt to withstand the global competition, there calls for the adequate need for innovation and the entrepreneur to renew and reinvent their strategy as the occasion calls for, indicating the need for timely innovativeness and better orientation.

Going by the assertion of Miller (1983), we have three scopes of EO which has been adopted by many researchers in literatures which are: entrepreneurial innovativeness to see opportunity to meet new demand in the market, ability to take risky venture though dicey but with some high degree of certainty to generate good return on investment and reactivity to opportunities in the market by taking new and worthy strategy.

An enterprise performance can be categorized into two ranges from those that are highly conservative to those businesses that are highly entrepreneurial in their strategy. The side taken by the firm is a prognosticator of their entrepreneurial orientation according to (Covin and Slevin 1986 ;Lumkin and Dess 1996). Business enterprises that accept EO in daily endeavors will in no doubt perform better than those that remain adamant and conservative in their strategy (Rauch et al 2009), resulting to a good financial outcomes Brady and Cronin (2001). Bearing this in mind, we therefore suggest the following Hypothesis:

H2: Entrepreneurial orientation is positively related to entrepreneurship financial performance.

Entrepreneurial Orientation and job creation

Presently, unemployment is a state of actively seeking for job within four weeks without any success (ILO 2011). This has become an outcry of every nation with over 200million in the globe out of job, unemployment level risen to 35% in advance countries, 50% in developing countries, showing a go-slow in employment generation across the globe (Anyadike et al 2012). According to research finding, this has invariably resulted to a hypothetical discussion among the government, economist concerning the likely causes, costs and answer to reduce the prevailing state of unemployment. Left un-checked will result to more unemployment, poverty and unrest, which is evident across the world through various activities ranging from abduction, internet scam, violence, to mention but a few showing without doubt, the unique importance and need for entrepreneurial orientation, especially at a time like this. When people receive enlightening and are motivated. It enhances the central antecedents of intentions and actions to perform and bring themselves out of unemployment state (Krueger et al. 2000). Some previous studies on different personality and entrepreneurial intellect, counting motivational influences as part of factors that propel individuals to action (Shane et al. 2003), help in explaining how individuals evaluate opportunities (Mitchell et al. 2000). Resulting to personal plans and line of actions to be self-employed and also become employers of labor (Wood et al. 2012). Leading to the third hypothesis:

H3: there is a positive relationship between entrepreneurship orientation and employment generation.

Cooperative enterprise and SMEs financial performance/job creation

(Keats and Bracker 1988) obligated that small scale business enterprise are directly affected by the mindset of the owner and the manager who runs the business, capital available and the business policies adopted. According to (Nwankwo et al, 2013) who was of the opinion that cooperators who belong to an organized and unique establishment especially cooperative society will perform better when they venture into small medium scale businesses, regarding it as an

influential factor in their entrepreneurial performance.(Bhuyan 2007) embraced cooperative as one of the major avenue for employment generation and capital formation. While (Nweze 2002), on the other hand explained that cooperative assist their members in the marketing of their produce thereby promoting their business, which invariably will improve the business and financial performance, leading to employment generation.Resulting to the forth hypothesis:

H 4: There is a positive relationship between cooperative society, SMEs financial performance and employment generation.

Methodology

Samples and procedures

These studies consist of four hypotheses which were tested by the researcher using the data that was collected from some selected cooperative members business owners and non-cooperative businesses enterprises in Nigeria often referred to as the "Giant of Africa", owing to its large population and economy (Peter Holmes 1987) with approximate population of 182 million, the study was conducted in five states, namely: Ekiti, Lagos, Ogun, Ondo, Osun respectively. Each State headquarters were visited with the permission of the National Director of cooperatives, Federal ministry of agriculture and rural development with the consent of managers in charge of the sampled societies. The researchers used paper-based questionnaires to ease the data collection, while the non-members were contacted in their various enterprises.

The questionnaires was distributed personally by the researchers, since the respondents were contacted one on one convenience sampling method was use with non-probability sampling method. To reduce common method bias longitudinal method with two term lag of 15 day was use, since common method bias can be a serious problem to the validity of any research result (Podsakoff, Mackenzie, Lee&Podsakoff 2003), In lieu of this, the questionnaire was divided in to two part: namely the independent and the dependent variables.

The research work was limited to five states with a total of 1000 questionnaires, 763(76.3%)was retrieved from the cooperators, while a total of 749 out of 1000 (74.9%) was retrieved from non-cooperators The questionnaires collected were used for the analysis. The mean age of the respondents was 40.01 years (SD=9.51), for the cooperators and the mean age for the non-cooperators was 39.03 years (SD=11.01), the mean age of the business for cooperator was 10.86 (7.43) and 9.88 (6.29) for the non-cooperators.

Independent Variables

Five point Likert square was used to elucidate information from members on their perception of co-operative societies using the range strongly agree to strongly disagree with question like the practice of open and voluntary membership, education and training of member and their concern for the community, these items were not readily available in the literature, it was developed by the researchers. The perception of their business was also measure using the same method, the 35 items which were grouped into six parts was adopted from (Dakurah et al 2005).

Entrepreneurial Orientation

Entrepreneurial orientation was used as mediator using the five Likert square on the 13 items; the items were adapted from (Peng Shan et al 2015).

Data Analysis

The questions collected from the respondent was coded carefully and run with the use of Statistical Package for the Social Science. (SPSS) version 20. These items were subjected to both exploratory and confirmatory analysis. To assess the required fit indices, convergent validity and discriminant validity by (Fornel and Larcker 1981) was used, while (Baron and Kenny 1986) steps was followed in conducting the hierarchical regression and Sobel test for significant effect of the mediator, to know if there is an indirect effect or not and lastly t-test was used to compare the level of financial performance and employment generation.

Non-member

Exhibit 1: Descriptive Statistics, Reliabilities and Zero-Order Correlations.

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12
Age	39.03	11.01	---											
age of business	9.88	6.29	0.35											
Gender	0.591	0.49	-0.07	-0.02										
marital status	1.75	0.521	0.45	0.14	-0.18*									
educational level	4.14	0.63	-0.02	0.05	-0.03	-0.03								
size of business	11.79	17.76	0.05	0.16	-0.05	0.16	0.16							
Cooperative experience	8.70	4.95	0.42	0.32*	0.25*	-0.04	0.07	0.07						
Initial capital investment	330672.67	987264.56	-0.07	0.15	-0.03	0.02	0.13	-0.03	-0.03					
Personal perception	21.28	5.47	-0.00	0.16*	0.11	0.05	-0.01	-0.02	0.13	0.13	0.82			

Perceived effectiveness	82.84	17.93	-0.02	-0.03	-0.02	0.15	-0.03	0.01	-0.01	0.07	0.07	0.92			
Orientation	62.13	13.89	0.02	0.20	0.02	0.04	-0.08	-0.04	0.15	0.48*	0.05*	0.06	0.89		
Financial performance	39.38	11.05	0.04	0.12	-0.02	0.09	0.06	-0.07	0.13	0.04	0.04	0.25*	0.25*	0.89	
Job creation	6.73	2.73	-0.00	0.11	-0.04	0.19*	0.07	0.00	0.02	0.15	0.01	0.12	0.12	0.24*	0.79

The figures in bold letters are the reliabilities scales (Chronbach 's alpha)

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Co-operators

Exhibit 2: Descriptive Statistics, Reliabilities and Zero-Order Correlations.

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
Age	40.01	9.51													
Age of	10.86	7.43	0.51**												

business			*											
Gender	0.63	0.48	0.03	0.02										
marital status	1.86	0.57	0.50	0.30** *	- 0.20* *									
educational level	4.17	0.64	0.07	0.08	0.13	-0.05								
size of business	13.40	20.27	0.016	0.04	0.20	0.06	0.00							
Cooperienc e experience	9.12	5.88	0.47**	0.52** *	0.06	0.37**	-0.01	0.0 7						
Initial capital investment	1862788 .35	7581801.9 1	0.07	0.27**	0.18*	0.09	-0.06	0.0 6	0.31					
Personal perception	22.55	5.10	-0.14	0.05	0.03	-0.07	0.04	0.0 9	0.16	0.16	0.82			
Perceived effectiveness	88.11	15.05	0.06	- 0.06	- 0.06	0.09	-0.12	0.0 7	0.05	0.05	0.05	0.92		
Orientation	65.48	11.83	0.18*	0.03	0.08	-0.11	0.02	0.1 7	0.82	0.50* *	-0.06	-0.06	0.89	
Financial performance	45.29	7.05	-0.00	0.14	0.01	0.10	0.04	0.9 2	-0.01	0.19*	0.14	0.19*	0.20 *	0.89

The figures in bold letters are the reliabilities scales (Chronbach 's alpha).

Measurements

The questionnaire for the study was written in English and there is no need for back translation as suggested by (Brislin's1986). These questions were subjected to pilot study, by pre-testing them on the proposed sample population to ensure that the questions were well understood and to ensure the internal consistency and reliability of the items. These was revealed in the alpha ranges of 0.79 – 0.92 in line with (Nunnally and Bernstein1994).

Findings

The statistical analysis for the work are shown in the first and second exhibits above, the tables shows the Chronbach's alphas and correlation coefficient for the analysis, after this the data was subjected to confirmatory factor analysis (CFAs)

as shown in exhibit 3 and 4. Exhibit 3 show a significant relationship between education and entrepreneurial orientation, their perception is positively related to their entrepreneurial orientation for both cooperators and the non-cooperators, it also revealed that male had a better entrepreneurial orientation than their female counterpart, initial capital outlay and duration in cooperative society were found to be positively significant for the members financial performance, while exhibit 5 showed no significant effect when entrepreneurial orientation was introduced exhibit 4 and 5 respectively. To hypothesize the mediated model (Baron and Kenny 1986) procedures was used by the researchers.

Exhibit 3: Mediation analysis step 1

Independent variables	Non-cooperator		Cooperator	
	B	P	B	P
Constant		.046		.068
Marital status	.078	.473	.072	.482
Education	-.016	.869	.190*	.045
Age	-.070	.624	.161	.143
Age of business	.108	.443	-.202	.060
Gender	-.024	.814	.255*	.011
Size of business	.119	.210	-.004	.965
Duration in cooperatives	-.020	.879	.035	.754
What was your initial capital investment	-.038	.717	.169	.076
Personal Perception	.620**	.000	.418**	.000
Perceived Effectiveness	-.024	.799	-.028	.763

Dependent Variable = entrepreneurial orientation

Mediation analysis step 2 and 3 for financial performance

Exhibit 4: cooperator

Independent variables	Model 1		Model 2	
	B	P	B	P
Constant		2.714		.023
Marital status	.341**	.008	.330*	.011
Education	-.067	.544	-.065	.558
Age	-.339*	.046	-.328	.053
Age of business	.063	.700	.047	.777
Gender	.202	.090	.206	.084
Size of business	-.012	.910	-.031	.782
Duration in cooperatives	.327	.038	.330*	.036
What was your initial capital investment	.243*	.050	.238*	.050
Personal Perception	.085	.467	-.010	.942
Perceived Effectiveness	.129	.251	.133	.237
Entrepreneurial orientation			.154	.272

Dependent Variable = financial performance

Mediation Analysis step 2 and 3 for financial performance

Exhibit 5: Mediation analysis step 2 for Non-cooperators

Independent variables	Model 1		Model 2	
	B	P	B	P
Constant		0.00		0.001
Marital status	-0.094	0.435	-0.117	0.321
Education	0.075	0.495	0.016	0.881
Age	0.112	0.387	0.062	0.627
age of business	0.052	0.676	0.115	0.355
Gender	0.050	0.667	-0.029	0.803
size of business	0.017	0.875	0.018	0.861
Duration in cooperatives	-0.161	0.217	-0.172	0.175
what was your initial capital investment	0.143	0.202	0.090	0.413
Personal Perception	-0.078	0.490	-0.208	0.089
Perceived Effectiveness	0.030	0.784	0.039	0.715
Entrepreneurial orientation			0.311	2.015

Dependent variable = financial performance

Exhibit 6 and 7 show the effect of entrepreneurship orientation on job creation, when introduced to the model for non-cooperators entrepreneurial orientation has no significant effect on job creation indicating a full mediation for cooperators entrepreneurial orientation has positive significant effect on job creation showing partial mediation according to (Barron and Kenny 1986).

Mediation analysis step 2 and 3 for job creation

Exhibit 6: non-cooperators

	Model 1		Model 2	
	B	P	B	P
Constant		.514		0.628
Marital status	0.383**	.004	.376	0.004
Education	.009	.934	.011	.924
Age	.029	.865	.035	.837
age of business	-.043	.797	.052	.754
Gender	.217	.071	.219	.070
size of business	-.042	.708	.052	.643
Duration in cooperatives	.006	.971	.007	.962
what was your initial capital investment	.019	.877	.023	.856
Personal Perception	.203	.087	.148	.317
Perceived Effectiveness	-.042	.708	-.040	.724
Entrepreneurial orientation			.089	.529

Dependent variable = Job creation

Exhibit 7: Cooperators

	Model 1		Model 2	
	B	P	B	P
Constant		.038		0.347
Marital status	-.115	.342	-.133	.264

Education	.050	.651	.002	.989
Age	.076	.553	.035	.782
age of business	.116	.357	.167	.186
Gender	-.154	.186	-.219	.067
size of business	.084	.443	.085	.429
Duration in cooperatives	-.174	.182	-.183	.154
what was your initial capital investment	-.008	.945	-.050	.650
Personal Perception	.002	.988	-.105	.395
Perceived Effectiveness	.002	.984	.009	.931
Entrepreneurial orientation			.254*	.047

Dependent variable = Job creation

Exhibit 8: t-test of difference between cooperators and non-cooperators in the level of financial performance and employment generation.

Performance indicator	Category	N	Mean	SD	T	Df	P
Financial	Non-cooperators	749	39.380	11.05	-5.879	339	0.00
	Cooperators	763	45.288	7.05			
Employment generation	Non-cooperators	749	6.7310	2.718	-3.331	339	0.001
	Cooperators	763	7.6059	2.091			

T-test was carried out to check the level of the financial performance and job creation between the two groups it was however discovered that the cooperators has a higher financial performance than the non-cooperators and at the same time generate more employment than the non-cooperators as shown by the mean values.

Discussion

Implications of the Study from Theoretical Perspective

Looking at the research findings from the theoretical perspective, the findings provide clear support that industrial course has an affirmative link with financial performance, was significant at 0.01 level but not significant for the non-cooperators supported by (Rauch et al 2009), who opined that Business enterprises that accept EO in daily endeavors will in no doubt perform better than those that remain adamant and conservative in their strategy, while perceived effectiveness was significant for both. The results of the findings also underscore positive relationships between entrepreneurship orientation with financial performance, found to have a positive relationship with job creation for both and initial capital outlay was positively related to job creation for the cooperators as Embraced by (Bhuyan 2007) he emphasized that cooperative is one of the major avenue for employment generation.

Limitations

There is no research work without one problem or the other and this is not left out. The researchers were faced with a few numbers of limitations. The use of convenience sampling may perhaps suggest likely fears for common method bias. Samples were drawn from only the Southern Zone of the country due to the economy and security reasons the researchers are not able to visit the remaining zones in the country and as such the result cannot be generalized. Future replication of this work should be carried out in other zones and other advanced countries of the world.

Suggestions and Recommendations

In line with the investigations made and the discussion of this study, it is worth to note that cooperative is no doubt the bed rock of a growing economy in under developed countries like Nigeria. Cooperative help in poverty alleviation and reduction through its roles in job creation, succor for capital formation for SMEs. More effort should be geared towards entrepreneurship orientation due to the fact that it has a positive relationship to the entrepreneurial performance and employment generation for cooperators and the non-cooperators suffer to say that government should give more encouragement and assistance for skill empowerment and more financial assistance to the populace for poverty to be a thing of the past in Nigeria and other developing countries like Nigeria.

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