

# IMPACT OF LEADERSHIP ON MEMBERS (FARMERS) AGRICULTURAL PRODUCTIVITY: THE CASE OF KELLEM WOLLEGA ZONE MULTIPURPOSE COOPERATIVE UNION, ETHIOPIA, AFRICA

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## ABSTRACT

*Governments of developing country have given attention to the contribution of leadership in cooperatives. Major concern of this study is empirically assessing the impact of leadership in cooperative members' agricultural productivity. The Multi Linear Regression is done in Python 3 for the realization of this objective. Yamane(1970) sampling formula is used for sample size determination. The target population for the study is 870 primary cooperative boards from which 274 individual board are sampled. The primary data was collected from the selected sample respondents by using structured questionnaire. The result of the study reveals that the various Leadership actions like agricultural input, personal impact, marketing support and organizational support are significantly impacting the members agricultural productivity in the cooperative setup. 64.4% of the variance of the dependent variable being studied is explained by the variance of the independent variables. Explanatory Research design is used in this study. The correlation analyses the relation of cooperative leadership with the members' agricultural productivity, which shows statistically positive relationship. The regression analysis shows the positive impact of cooperative leadership on members' agricultural productivity.*

**Keywords:** Cooperative, Leadership, Marketing, Organization, Management, Correlation Python 3, language, Programming, MLR, Assumptions.

## INTRODUCTION

Leadership concept has been evolving in time, and after a long period of considering it as a personal quality, it is now understood, at least by some scholars, that leadership is much more than an individual trait since it is a complex phenomenon in which the followers and the context have a very important role (Yemane, 1970). The phenomenon of globalization has made the concept of leadership in organizations become a very vital issue especially in developing countries; since there is a great competition pressures small companies to compete not only locally, but also with adjacent market competitors. The rapid changes in business, technology, political and social factors have required the development of effective leadership skill (Ashenafi, 2014).

A simple definition of leadership is the ability and willingness to take ownership of the organization combined with an intrinsic drive to do what is best for the organization. However, for leadership to be effective it must be built on a solid foundation consisting of a clear mission, a vision for the future a specific strategy and a culture conducive to success (Rihal, 2017). For sustained survival of the organization, there is a need for leaders to continually assess their strategic position and align the organization's idealistic purpose with the organizational overall mission, goals, and objectives (Shadi & Azmi, 2011). Leadership is a key determining factor for

successful cooperative business too. Cooperative require a distinct leadership style indeed, cooperative is not-for-profit business it leadership is important to sustain the business in the competitive market to contribute to development in the field of operation. According to (zivkovic et al., 2016) in his study of attitudes shaping cooperative leadership, cooperatives are a unique type of business because of linked and close roles perform by the main groups of stakeholders: members-owners, honorable directors and managers.

In Ethiopia, cooperatives are determined by several problems. Among these, cooperative leadership management, lack of skills among cooperative leaders, low commitment of board of directors due to low incentives and low members participation are predominant (Karunakara & Roba, 2018). From this one can deduce that, to be successful, the cooperative need to have dedicated and vibrant leaders, high level of members' participation and accesses to market information.

An important justification for studying leadership in cooperative is that cooperatives are expected to managerially effective and efficient in service deliver (Asfaw, Assessment of Managerial Efficiency and Effectiveness of Multipurpose Primary Agricultural Cooperatives in East Wollega Zone, Ethiopia, 2015) and then contributed to Agricultural productivity and development endeavors in general. However, leaders affect members' agricultural productivity and members' wellbeing. However, agricultural Cooperative unions contributed to the development of society in Ethiopia through creating employment opportunity, establishing small to medium industries and factories, engaging from local to international marketing (import/export marketing which are the contribution of cooperative (Asfaw, 2017). Scholars provide that cooperative societies are challenged with managerial efficiency and effectiveness as part of cooperative leadership (Asfaw, Assessment of Managerial Efficiency and Effectiveness of Multipurpose Primary Agricultural Cooperatives in East Wollega Zone, Ethiopia, 2015). Nevertheless, the impact of cooperative leadership is not clearly identified on members' agricultural productivity. Thus, this study is intended to find the relationship between the two variables.

## RESEARCH METHODOLOGY

### Research Design

Explanatory research design was employed in this study to describe about the present existing condition, point out present needs and to study immediate status of a phenomenon from gathered information. The survey method facilitates the collection of original data which is necessary for realizing the research objectives. It is also appropriate for collecting useful data that was reported as a representation of the real situation or characteristic in the study population for the investigation impact of cooperative leaderships in improving members' agricultural productivity of the study area.

### Sampling Procedure

Multistage sampling procedure was used for this study. At first stage, Kellelem Wollega Zone was purposively selected for the fact that the Zone is with the highest performance in cooperatives business. Secondly, from the Zone Multipurpose Cooperative Union is selected using purposive sampling method for it is the oldest farmers' cooperative union in the zone and also it is in business for the last 14 years. Thirdly, sample 67 primary multipurpose farmers'

cooperative society belongs the cooperative union was selected by using random sampling procedure. This cooperative accounts for one-third of the total members of the union. All the board of directors and control committee members of the sample cooperative societies were considered as respondents for the study, totally 274 respondents and 25 key informants among which 18 were from the cooperative union and seven from Kellem Wollega Zone cooperative promotion employees was selected for key informant interview by judgment sampling method to include the informed experts about the leadership the case cooperative. One focus group discussion was administered with board of directors of the cooperative union under study constituting 25 individuals. The key informant interview and focus group discussion managed to substantiate the results that were generated from respondents.

### Sampling Size Determination

The sample size is determined from the total population 870 members of board of director Primary Cooperatives who are involved in Cooperative leadership with PCs at least once in the past 12 months in study area. The research is conducted with 5 percent marginal error and 95 percent confidence interval and none response rate of 5 percent. Based on this assumption, the actual sample size for the study is determined using (Yemane, 1970) methods of sample size determination formula to reach at the required sample size. The motive behind using this formula is that it provides the appropriate sample size by clearly applying the possible variation that exists among leadership in the study areas.

$$n = \frac{N}{1 + N(e)^2} \dots 1$$

$$\frac{870}{1 + 870(0.05)^2} = 274, \text{ Members board of directors of primary cooperatives samples.}$$

Where:

**n** is the sample size,

**N** is the population size, and

**e** is the level of precision (5%).

In general, using the above sample size and the total number of cooperative union of selected 6 multipurpose cooperatives union purposively selected based on the activities of leadership in the study area in Table 1.

No.	Name of Cooperative Union	Number of primary cooperative	Number of selected primary cooperative	Members of Board of directors and Controlling Committee			Sample
				Male	Female	Total	
1	Torban Anfilo	23	9	102	13	115	36
2	Malka Gudina	25	8	91	13	104	33
3	Gudina Walal	34	11	128	15	143	45
4	Gawo Dale	76	23	274	26	300	94
5	Arfan Jimma	20	7	78	13	91	29
6	Gudatu Gidami	26	9	101	16	117	37
	<b>Total</b>	<b>204</b>	<b>67</b>	<b>774</b>	<b>96</b>	<b>870</b>	<b>274</b>

Source: Kellem Wollega cooperative promotion Agency 2020

There are 115 members selected from members of PCs found in Torban Anfilo multipurpose cooperative union. Also 104 members selected from members of PCs found in Melka Gudina, 143 members selected from Gudina Walal, 300 members selected from Gawo Dale, 91 members selected from members of primary cooperative found of Arfan Jimma multipurpose cooperative union and 117 members selected from members of primary cooperative found of Gudatu Gidami multipurpose cooperative union

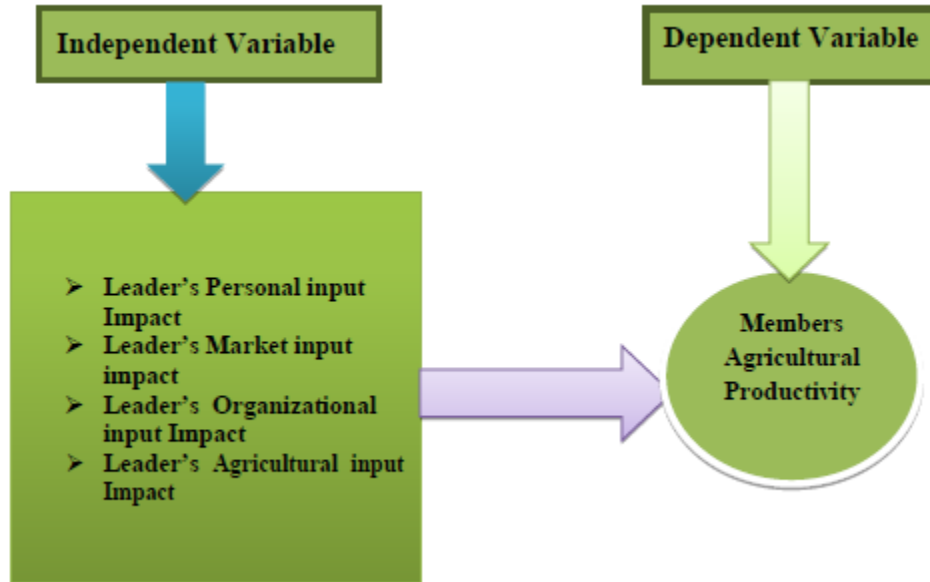
### **Method of Data Collection**

The data was collected by using a structured interview schedule and structured questionnaires that contained closed and open ended questions. In depth interview and discussion checklist was used to collect data from key informants and focus group discussion respectively. First, the data instrument was tested with small representatives 27 respondents for the sample whether the tool was appropriate to collect the necessary data to facilitate the realization of the research objectives. The data was collected by the data collectors (enumerators) while the interview and discussion was administered by the researcher. Training was given for data collectors for one day on the objective of the study, relevance of the study, confidentiality of information, respondent's right, informed consent and techniques of interview in the process of data gathering. The researcher was closely followed the data collection process throughout the data collection period. All field questionnaires were reviewed each night. At the morning session of the next day, errors were corrected and data collectors precede their work.

### **Methods of Data Analysis**

The collected data were checked for completeness and consistency of the responses, edited and then entered in Python 3. Correlation and linear regression analysis was employed in data analysis. Following the necessary correlation, linear regression analysis was conducted and the interpretation of the estimated model was done based on the coefficient of the regression results in Figure 1.

## Conceptual Framework



Source: Researcher own sketch

Figure 1  
CONCEPTUAL FRAMEWORK OF THE STUDY

### Explanation of Variables: Dependent Variable

#### Members Agricultural Productivity

Members are the Farmers who are part of the cooperative and the researcher is trying to find out what various aspects of Leadership which impacts this dependent variable. We are looking at the productivity of the farmers is improved or decreased with various independent variables related to leadership mentioned below.

### Independent Variables

#### Leader's Personal Input Impact

In this variable we try to find out what is the impact of various personal inputs given by the Leader for improving farmer's productivity through a cooperative organization. Main areas considered to evaluate this variable was following:

1. Transparency of Leader in doing his work with the Farmers (Members of Cooperative).
2. Commitment of leader towards achieving his objectives
3. Business knowledge of Leader to achieve his objectives.

#### Leader's Market Input Impact

In this variable we try to find out what is the impact of various Market inputs given by the Leader for improving farmer's productivity through a cooperative organization. Main areas

considered to evaluate this variable was following:

1. Market information provided by the leader to the farmers (Members of Cooperative).
2. Market access support given by the leader to the farmers (Members of Cooperative).
3. Competition awareness provided by the leader to the farmers (Members of Cooperative).

### **Leader's Organizational Input Impact**

In this variable we try to find out what is the impact of various Organizational inputs given by the Leader for improving farmer's productivity through a cooperative organization. Main areas considered to evaluate this variable was following:

1. Member participation encouragement by the leader in the organization Activity.
2. Capital adequacy management by the Leader in the Cooperative.

### **Leader's Agricultural input Impact**

In this variable we try to find out what is the impact of various Agricultural inputs given by the Leader for improving farmer's productivity through a cooperative organization. Main areas considered to evaluate this variable was following:

1. Supply Fertilizer
2. Supply quality seed

### **Model Specification**

The linear regression analysis was used to study the effect of independent variable on dependent variable. In this study, the dependent variable is members' agricultural productivity and independent variable include the Personal impact related; market impact and organizational impact related and agricultural input are independent variables that influence the leadership in cooperative.

$$MAP = a_0 + (TPRI) + \sum(TMRI) + (TORI) + (TIAI) \dots \dots \dots + \varepsilon. (1)$$

**Where:** Dependent Variable-MAP is Members' Agricultural productivity Independent variable includes the following:

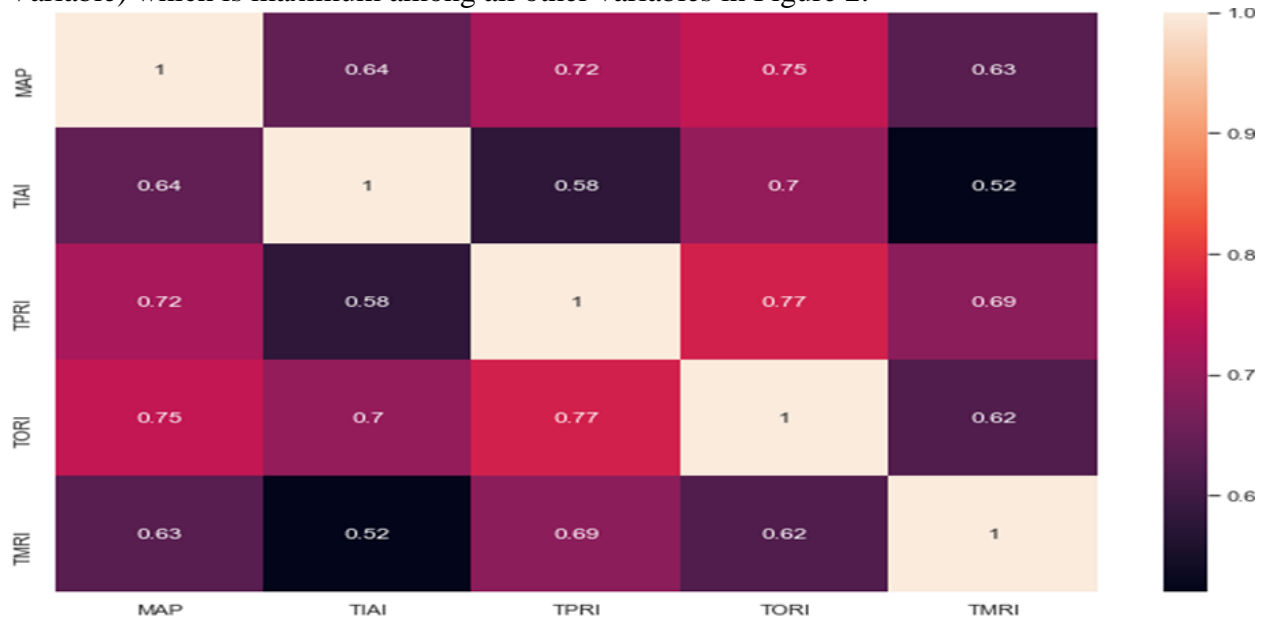
1. TPRI: is a Leader's Personal input Impact
2. TMRI: is Leader's Market input impact
3. TORI: is Leader's Organizational input Impact
4. TIAI: is Leader's Agricultural input Impact
5. The  $a_0$  is the constant values of the effect of independent variables
6. The coefficients  $b$ ,  $c$  and  $d$ , are estimated values of each factors
7. And  $\varepsilon$  is the stochastic error of the study

## **RESULTS AND DISCUSSIONS**

### **Heat Map**

Analysis by Heat Map shows that Members Agricultural Productivity(Dependent

Variable) shows 75% positive correlation with Leader’s Organizational input Impact(Independent Variable) which is maximum among all other variables in Figure 2.



**Figure 2**  
**9 CORRELATION ANALYSIS BETWEEN DEPENDENT AND INDEPENDENT VARIABLE**

**Reliability Statistics Cronbach’s-** alpha coefficient. We are looking for a score of over .7 for high internal = .907, which shows the questionnaire is reliable.

**Validity-**We have used natural validity. We had done pilot study and our results matched with the expected acceptable results in Table 2.

<b>Table 2</b>	
<b>10 RELIABILITY STATISTICS RESULT</b>	
<b>Cronbach's Alpha</b>	<b>N of Items</b>
.907	5

**Regression Analysis**

In order to make the study complete, regression analysis of independent variables on the cooperative leadership in to members agricultural productivity was paramount important as the relationship between dependent and independent variables can successfully be explained with regression analysis. Table 11 shows the regression model summary the impact of cooperative leadership in to the productivities of cooperative members. Regression analysis indicate that 64.4% (R square =.644) variation of the agricultural productivity of cooperative members under study is explained by the model.

Figure 3 presents analysis of variance (ANOVA) of the regression model regarding impact of cooperative leadership to the productivities of cooperative members that shows the model goodness-of-fit. The model is fitting for p-value (.000) is less than the confidence interval ( $\alpha =0.05$  and  $F=121.6$ ).



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                        OLS Regression Results
=====
Dep. Variable:          MAP      R-squared:          0.644
Model:                 OLS      Adj. R-squared:    0.639
Method:               Least Squares      F-statistic:       121.6
Date:                 Sun, 27 Dec 2020    Prob (F-statistic): 4.26e-59
Time:                 21:43:25          Log-Likelihood:    -403.21
No. Observations:     274          AIC:               816.4
Df Residuals:         269          BIC:               834.5
Df Model:              4
Covariance Type:      nonrobust
=====
                        coef      std err          t      P>|t|      [0.025      0.975]
-----
Intercept             1.5834         0.848         1.867     0.063     -0.086     3.253
TIAI                  0.2036         0.060         3.375     0.001     0.085     0.322
TPRI                  0.2466         0.056         4.375     0.000     0.136     0.358
TORI                  0.3095         0.062         4.968     0.000     0.187     0.432
TMRI                  0.1585         0.054         2.929     0.004     0.052     0.265
=====
Omnibus:              14.639      Durbin-Watson:     2.182
Prob(Omnibus):        0.001      Jarque-Bera (JB):  26.073
Skew:                 -0.294     Prob(JB):          2.18e-06
Kurtosis:              4.392      Cond. No.           476.
=====

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Note: \* shows the variables are significant at 95 percent Confidence level.

**Figure 3**  
**COEFFICIENT OF REGRESSION ANALYSIS**

All of independent variables are shows significant level.

1. **One unit change in TORI:** (Leader's Organizational input Impact) leads to 0.3095 changes in MAP (Members' agricultural productivity keeping all other Explanatory variables constant, which is the maximum positive impact among all Independent variables. P Value (0.000) is < Alpha (.05) so we reject all null hypothesis and accept alternate (Claim) hypothesis.
2. Assumption of-Multi-collinearity tests impact of cooperative leadership.

Variable inflation factor (VIF) test has been conducted to check multi-collinearity of independent variable. Figure 4 for all independent variables VIF is between 1 and 10 shows there is no multi-collinearity effect among the variable. Consequently, it is possible to go for regression analysis on the impact the cooperative leadership to enhance members' agricultural productivity.

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VIF - TABLE
Variable      VIF
const        174.186052
TIAI          1.997907
TPRI          2.928226
TORI          3.198498
TMRI          2.001620
dtype: float64

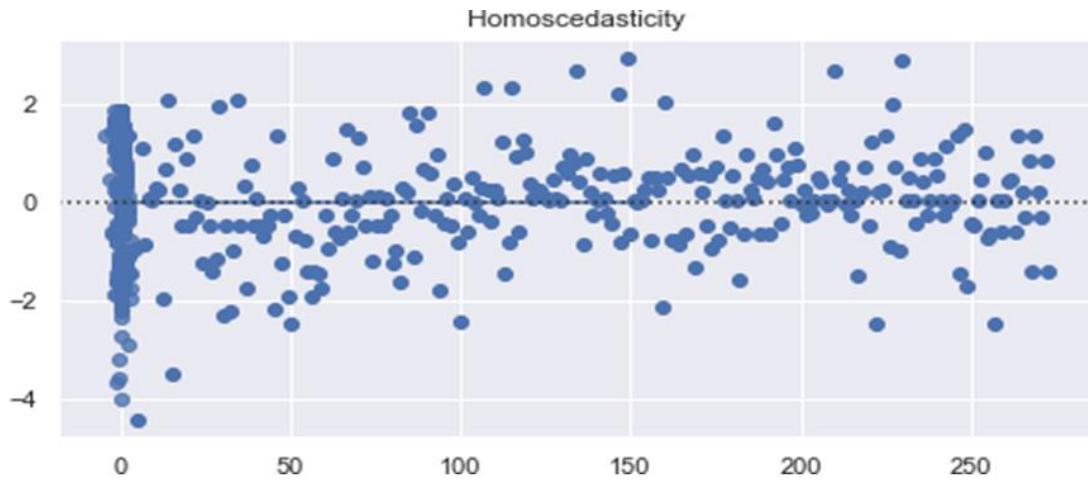
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**Figure 4**  
**MULTI-COLLINEARITY TEST**

### Assumption of-Homoscedasticity of Errors

Distribution of error term should be Homogeneous. All the error terms of our regression model in the below plot are evenly distributed above the line and below the line of fit. So, we can say that error terms in our model meet the assumption of Homoscedasticity in Figure 5.

**Graph 1: Assumption of-Homoscedasticity**

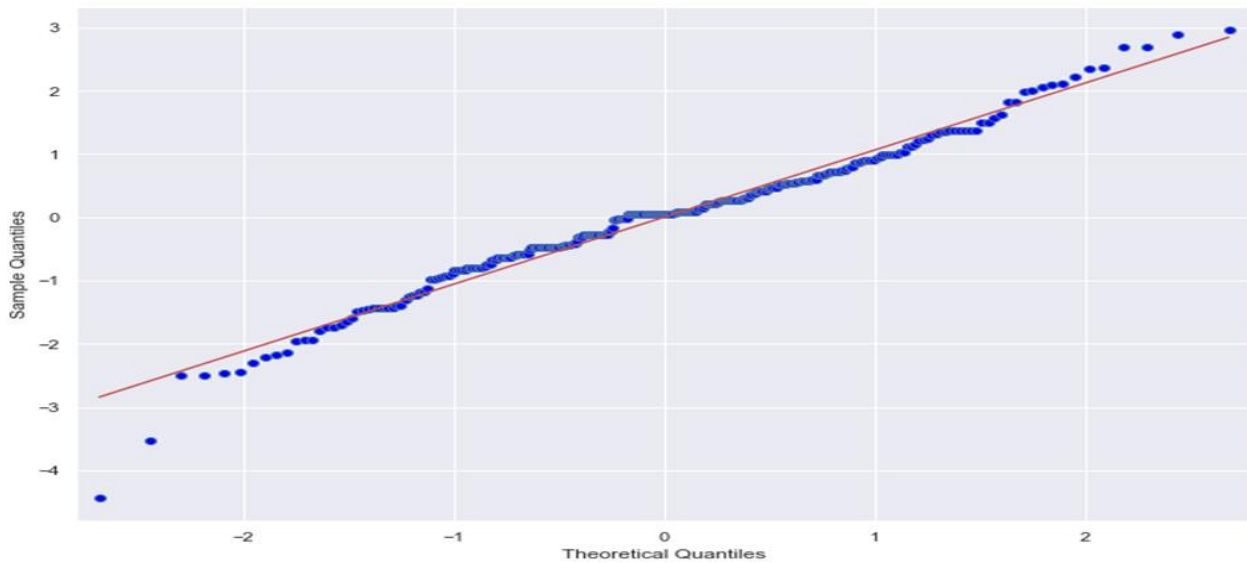


**Figure 5**  
**ASSUMPTION OF-HOMOSCEDASTICITY**

**Assumption of Multivariate Normality**

Following plot shows residuals of our model plotted on qq plot. As most of the residuals are approximating the line we can conclude that Assumption of Multivariate Normality is met by our regression model in Figure 6.

**Graph 2 Assumption of Multivariate Normality**

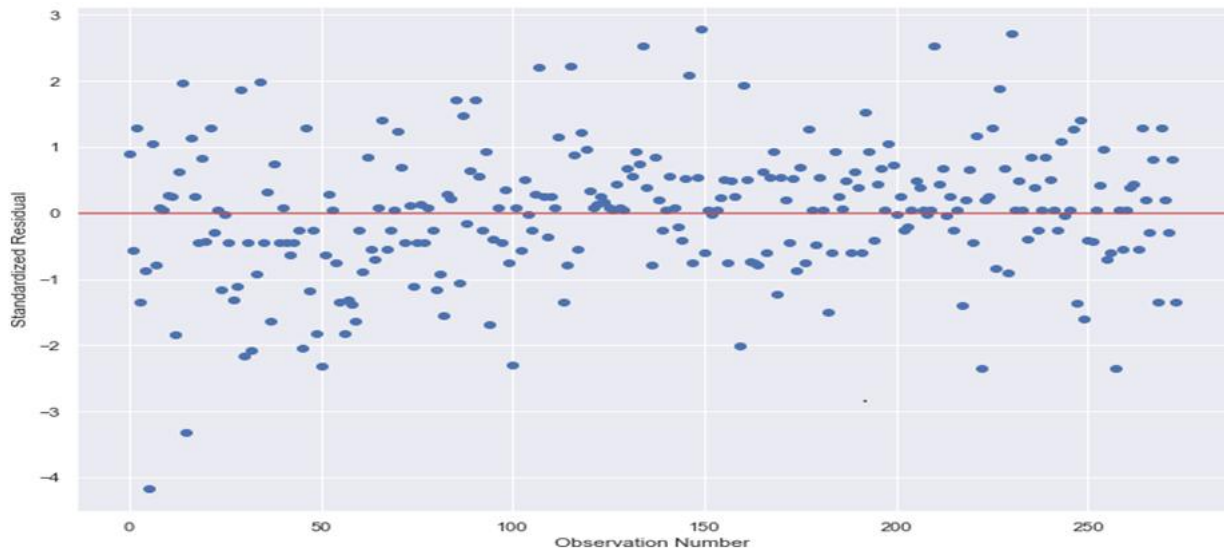


**Figure 6**  
**ASSUMPTION OF MULTIVARIATE NORMALITY**

## Other Diagnostics

Following plot show standardized residuals. We can see that 95% of the residuals lie within 2 standard deviations. More than 3 standard deviation is an indication of outliers. The next plot talks about these outliers in figure 7.

### Graph: 3 Standardized Residuals Result



**Figure 7**  
**STANDARDIZED RESIDUALS RESULT**

## CONCLUSIONS WITH REGRESSION ANALYSIS

Null hypothesis of Multi Linear regression analysis is that Independent variables have no significant Impact on dependent variable which also means coefficients are zero. If P value is less than .05 we reject Null hypothesis and accept Alternate hypothesis.

From the above regression table 11 we can conclude that all Independent variables have impact on Dependent variables as P value < .05 for all. (We accept all the Alternate hypothesis which is Independent variables has an impact on dependent variable).

Maximum impact is on Leader's Organizational input Impact on Members Agriculture Productivity which is 30% approximately. One unit change in TORI: (Leader's Organizational input Impact) leads to 0.3095 changes in MAP (Members' agricultural productivity keeping all other Explanatory variables constant, which is the maximum positive impact among all Independent variables. P Value (0.000) is < Alpha (.05) so we reject all null hypothesis and accept alternate (Claim) hypothesis. Personal related factors have second highest impact on Members Agriculture Productivity followed by Agricultural Input factors.

### Conclusions with Confidence Interval

To support the regression analysis results we can also infer confidence interval interpretation from Figure 4. All confidence interval have no zero between them which suggest that with 95% confidence we can say that our variable value in question lies within the

confidence interval. Which means all the Independent variable have Impact on Dependent Variable.

### Generalization of Results for all Populations

As the researcher has taken care for checking 5 assumptions of Multi linear Regression the results can be generalized confidentially to other markets.

### Recommendations

Cooperative organization has to carefully select the leaders for their organization in accordance of cooperative principle. A good Leader is very important for success of Cooperatives.

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