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Effects of Management Tenureship on Long-Term Projects Implementation among Cooperatives in Anambra State

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Annotation. This study investigates the influence of management tenureship on the implementation, continuity, and sustainability of long-term projects within cooperatives in Anambra State, Nigeria. Recognizing cooperatives as vital drivers of socio-economic development, particularly in rural communities, the research addresses a critical governance challenge - leadership stability - and its impact on project success. Employing a quantitative survey design, data collected from 392 cooperative members and executives were analyzed through regression and correlation techniques. Findings reveal a strong, positive, and statistically significant relationship between management tenureship and both project continuity ($R=0.783$, $R^2=0.613$, $p=0.000$) and sustainability ($R=0.777$, $R^2=0.603$, $p=0.000$). The results underscore that longer and stable management tenures substantially enhance the likelihood of successful, enduring projects by fostering organizational stability, stakeholder trust, resource mobilization, and institutional memory. Conversely, frequent leadership turnover correlates with project disruptions, mismanagement, and diminished member confidence, thereby undermining long-term development goals. The study contributes to the existing literature by empirically affirming that governance structures emphasizing stable leadership are critical for effective project implementation in cooperative settings. These insights align with institutional and resource dependence theories, which suggest that well-defined governance policies around management tenure can promote organizational resilience and resource accessibility. The findings advocate for the establishment of clear policies regulating leadership duration and succession planning to mitigate risks associated with leadership instability. Practical recommendations include the formulation of tenure policies, capacity-building initiatives, and incentive structures aimed at retaining competent leaders, thereby strengthening cooperative governance and enhancing developmental outcomes. The research emphasizes that management tenureship is a pivotal factor in achieving sustainable project outcomes in cooperatives. Strengthening leadership stability through strategic governance reforms can significantly improve project continuity, foster member participation, and contribute to broader socio-economic development in Anambra State. Future research could explore contextual factors influencing tenure policies and their long-term effects on organizational performance across diverse cooperative environments.

Keywords: Management Tenure, Cooperative Projects, Project Sustainability, Leadership Stability, Organizational Governance, Long-term Development.

INTRODUCTION

The relationship between management tenure and the successful implementation of long-term projects has garnered significant scholarly attention, particularly within cooperative organizations that operate in dynamic socio-economic environments. Historically, cooperatives in Nigeria, including those in Anambra State, have played a vital role in fostering economic development, social cohesion, and rural empowerment (Oni et al., 2019). These organizations are characterized by their member-driven governance structures, which often emphasize collective decision-making and shared ownership. However, the sustainability and continuity of long-term projects within cooperatives are frequently challenged by internal governance dynamics, notably the tenure of management personnel. The tenure of management, which refers to the duration a leader or executive holds office, can profoundly influence strategic decision-making, organizational stability, and project continuity (Akinyele & Akinyemi, 2020). Understanding how management tenure impacts long-term project implementation is crucial, especially given the increasing complexity and scope of projects undertaken by cooperatives to address socio-economic challenges in regions like Anambra State. The importance of management tenure in organizational effectiveness is well-documented in management literature, where it is linked to various outcomes including organizational stability, strategic consistency, and institutional learning (Miller et al., 2021). In cooperative contexts, management tenure can either serve as a stabilizing factor that ensures continuity of long-term projects or become a source of stagnation and resistance to innovation if tenure limits adaptability. Prolonged management tenures might foster accumulated expertise and a long-term vision, which are essential for the successful execution of complex projects such as infrastructure development, agricultural modernization, or educational programs (Ogunleye & Oladipo, 2020). Conversely, excessively long tenures could also entrench bureaucratic inertia, reduce accountability, and hinder fresh perspectives, thereby impeding the progress of projects that require continuous innovation and responsiveness to changing circumstances (Adebayo & Akinwale, 2018). Therefore, the relationship between management tenure and project success is multifaceted, warranting detailed examination within the specific context of Anambra State's cooperative sector.

The implementation of long-term projects within cooperatives hinges critically on effective governance structures that facilitate sustained leadership, strategic alignment, and stakeholder engagement over time. Long-term projects, by their very nature, require consistent oversight, resource mobilization, and adaptive management strategies that transcend short-term political or managerial changes (Osman et al., 2022). Management tenure influences these aspects significantly; a stable leadership tenure can promote the development of comprehensive project plans, ensure steady stakeholder commitment, and facilitate the accumulation of organizational knowledge (Ezeani & Nwankwo, 2021). However, frequent managerial turnovers, often driven by political interference, internal conflicts, or lack of clear policies on leadership succession, threaten these objectives. Such disruptions can lead to project delays, loss of institutional memory, and compromised sustainability especially problematic in cooperative settings where collective goals depend heavily on consistent leadership (Nwogu & Obi, 2019). Consequently, understanding how management tenure affects project continuity is vital for designing governance frameworks that enhance the longevity and impact of cooperative projects in Anambra State. Despite the recognition of the importance of management tenure, efforts by stakeholders such as the government agencies, cooperative federations, and development partners to address associated governance issues have largely fallen short of expectations. Initiatives such as leadership training, policy reforms, and governance audits have been implemented to promote better management practices; however, persistent challenges remain. For instance, political patronage and personal interests often influence leadership appointments, undermining merit-based selection and tenure regulation (Agu & Onwuka, 2020). Furthermore, many cooperatives lack formal policies on management succession and tenure limits, leading to arbitrary leadership changes that destabilize long-term projects. Such gaps highlight a disconnect between policy intentions and practical realities, indicating that existing interventions have not fully addressed the core issues affecting management stability and project continuity. As a result, long-term projects continue to face disruptions, jeopardizing their intended socio-economic benefits and sustainability.

The ongoing failure to effectively manage management tenure within cooperatives highlights the urgent need for a more nuanced understanding of its effects on long-term project implementation. If the latent problems of leadership instability and project discontinuity are not adequately addressed, cooperatives risk becoming less effective in achieving their developmental objectives. Addressing these issues could foster a more stable governance environment, improve strategic planning, and enhance stakeholder confidence in cooperative initiatives. The benefits of resolving these challenges are significant; they include increased project success rates, improved organizational resilience, and sustainable socio-economic development outcomes that can benefit members and the wider community in Anambra State (Chukwu & Ijeoma, 2021). Moreover, establishing clear policies on management tenure and succession could serve as a catalyst for institutional reform, promoting transparency, accountability, and long-term orientation within cooperatives. In light of these considerations, there is a pressing need for empirical research that explores the specific impact of management tenure on long-term project implementation within the unique socio-cultural and economic context of Anambra State cooperatives. Such investigation would fill a critical gap in the existing literature, which has predominantly focused on corporate governance and organizational performance in broader contexts, with limited emphasis on cooperative organizations in Nigeria (Adebayo & Oladipo, 2021). By examining how management tenure influences project continuity, stakeholder engagement, and organizational sustainability, stakeholders can develop targeted strategies to enhance governance frameworks, institutional capacity, and project outcomes. Ultimately, understanding these dynamics can contribute to more effective management practices, policy formulations, and capacity-building efforts aimed at fostering resilient and sustainable cooperative enterprises in Anambra State, thereby translating research insights into practical developmental benefits for the region.

Statement of the Problem

The immediate problem that prompted this study is the observed inconsistency and frequent failure in the successful implementation of long-term projects within cooperatives in Anambra State, which many attribute to governance challenges, particularly the management tenure of cooperative leaders. Despite the critical role of cooperatives in fostering socio-economic development in Nigeria, their ability to sustain long-term projects such as agricultural development, infrastructure, and social services remains questionable (Oni et al., 2019). Evidence suggests that management turnover, often abrupt and unplanned, disrupts project continuity, leading to delays, resource wastage, and eventual project abandonment. This ongoing challenge indicates a pressing need to examine how management tenure influences project outcomes, as it directly impacts organizational stability and strategic focus, especially in environments where leadership changes are frequent and lack clear tenure policies. The topicality of this problem is underscored by recent socio-economic shifts and policy reforms aimed at strengthening cooperative institutions in Nigeria. However, despite these efforts, empirical data indicates that many cooperatives struggle with sustaining long-term initiatives, which are essential for realizing developmental goals (Adebayo & Oladipo, 2021). Currently, the situation in Anambra State reflects a pattern where leadership changes often occur with no formal guidelines on tenure, resulting in leadership vacuums and inconsistent strategic directions. This situation is unacceptable because it hampers the ability of cooperatives to plan effectively for the long term, diminishes stakeholder confidence, and ultimately undermines the sustainability of cooperative projects. The absence of clear management tenure policies and their impact on project continuity warrants urgent empirical investigation to inform policy reforms and governance best practices.

Theoretically, management tenure can either support or hinder long-term project implementation depending on its duration and stability. Stable leadership tenure can promote organizational learning, strategic consistency, and stakeholder trust, which are crucial for the successful execution of complex projects that require sustained effort over many years (Miller et al., 2021). Conversely, frequent leadership changes can cause disruptions, loss of institutional memory, and inconsistent project management, thereby threatening project sustainability. In Anambra State's cooperative context, where community trust and member participation are vital, poor management tenure practices could result in fragmented efforts, ultimately compromising the long-term viability and developmental impact of projects. Therefore, understanding how management tenure influences project continuity and sustainability is central to addressing the persistent challenges faced by cooperatives. Previous efforts by stakeholders like the government agencies, cooperative federations, and development partners have attempted to address governance issues through policy reforms, leadership training, and capacity-building initiatives. Unfortunately, these interventions have not yielded the desired results, largely because they lack a focused approach on management tenure regulation and succession planning within cooperatives. Many cooperatives still operate without formal policies on leadership duration, and political interference often overrides merit-based appointments (Agu & Onwuka, 2020). If this research is not carried out, the consequences will be dire: continued project failures, diminished trust in cooperative organizations, and a setback in Nigeria's developmental efforts through cooperatives. The research aims to fill this critical gap by providing empirical evidence on how management tenure affects project implementation, thus guiding future policy reforms and governance practices. Investigating the effects of management tenure on long-term project implementation among cooperatives in Anambra State is both timely and necessary. Without empirical data and a clear understanding of this relationship, efforts to improve governance, ensure project sustainability, and harness the full potential of cooperatives will remain ineffective. This study will offer insights into how management stability influences project continuity, providing a foundation for policy interventions that can enhance cooperative governance and long-term developmental outcomes. If neglected, the persistent failure of long-term projects will continue to undermine the socio-economic development prospects of cooperatives and the communities they serve, making this research an essential contribution to the field.

Objective of the Study

The main objective of this study is to examine effects of management tenureship on long-term projects implementation among cooperatives in anambra state

The specific objectives are to:

1. To examine the effect of management tenureship on the continuity of long-term projects in cooperatives.
2. To determine the effect of management tenureship on the sustainability of cooperative projects over time.

Research Hypotheses

The following null hypotheses were tested:

Ho_1: Management tenureship has no significant effect on the continuity of long-term projects in cooperatives.

Ho_2: Management tenureship has no significant effect on the sustainability of cooperative projects over time.

EVIEW OF RELATED LITERATURE

Cooperatives

Cooperatives are autonomous associations of persons united voluntarily to meet their common economic, social, and cultural needs through a jointly owned and democratically controlled enterprise (International Cooperative Alliance, 2020). They operate based on principles of voluntary and open membership, democratic control, member economic participation, autonomy, independence, education, and concern for community. In Nigeria, cooperatives play a crucial role in rural development, poverty alleviation, and empowerment by mobilizing resources and fostering collective action among members (Oni et al., 2019). They serve as platforms for members to pool resources, share risks, and access markets and services that would otherwise be unavailable to them individually. The characteristics that define cooperatives distinguish them from other business entities. Unlike profit-driven corporations, cooperatives prioritize members' welfare and community development over profit maximization. They operate on a one-member, one-vote basis, ensuring democratic governance and equitable participation. This structure fosters a sense of ownership and accountability among members, which is vital for mobilizing support and commitment to long-term projects (Chukwu & Ijeoma, 2021). Moreover, cooperatives are adaptable to local socio-economic contexts, enabling them to address specific community needs effectively.

Despite their potential, cooperatives face numerous challenges, including poor governance, inadequate management capacity, and leadership instability. These issues undermine their ability to effectively plan, implement, and sustain long-term projects. Many cooperatives lack formal institutional frameworks and policies that could guide management practices and succession planning, which are critical for organizational stability (Adebayo & Oladipo, 2021). As a result, their developmental impact remains limited, emphasizing the need for strengthening governance and management systems within these organizations. The role of cooperatives in sustainable development is increasingly recognized globally. They foster social capital, enhance local economic resilience, and promote inclusive growth. However, their success heavily depends on effective management and governance structures that can adapt to changing circumstances over time. Understanding the dynamics of cooperatives, especially in the context of management practices and long-term project implementation, is therefore essential for harnessing their full potential as catalysts for socio-economic development (Oni et al., 2019).

Cooperatives Management Tenureship

Management tenureship refers to the duration a leader or manager holds office within an organization, influencing organizational stability, strategic continuity, and institutional memory (Miller et al., 2021). In cooperatives, management tenure significantly shapes decision-making processes, stakeholder relationships, and the implementation of policies and projects. A stable tenure can foster trust, consistent strategic vision, and accumulated organizational knowledge, which are critical for executing long-term projects effectively. Conversely, short or unstable management tenures can lead to frequent leadership changes, creating disruptions in governance and project continuity. Such volatility often results from political interference, lack of formal tenure policies, or internal conflicts, which are common challenges faced by cooperatives in Nigeria (Agu & Onwuka, 2020). When leadership positions are held for too brief a period, it hampers the development of strategic plans and the nurturing of long-term relationships with stakeholders and development partners.

Research indicates that management tenure impacts organizational learning and capacity building. Longer tenures allow leaders to develop expertise, build networks, and foster organizational culture conducive to long-term planning and project sustainability (Ogunleye & Oladipo, 2020). However, a balance must be struck to prevent entrenchment, which can breed complacency or resistance to innovation. Therefore, establishing clear policies on management tenure is vital to optimize organizational performance and project success in cooperatives. In the context of cooperatives, management tenureship is crucial because it directly influences the organization's ability to adapt, innovate, and sustain long-term projects. Effective tenure policies can provide stability, promote accountability, and enable strategic succession planning. It is essential to examine how management duration and leadership stability affect the operational effectiveness and developmental outcomes of cooperatives, especially those engaged in long-term projects aimed at community development.

Effects of Management Tenureship on Long-term Projects Implementation

Management tenureship significantly influences the implementation of long-term projects within cooperatives by affecting leadership stability and strategic focus. When management positions are held for an appropriate duration, leaders are more likely to develop comprehensive project plans, mobilize resources efficiently, and foster stakeholder engagement necessary for long-term success (Nwogu & Obi, 2019). Stable leadership provides continuity that supports phased project execution and reduces disruptions caused by frequent leadership changes. On the other hand, frequent managerial turnover can lead to project delays, loss of institutional memory, and inconsistent policies. This situation often results in re-strategizing, reallocating resources, and restarting planning processes, which drain organizational capacity and demotivate members (Ezeani & Nwankwo, 2021). Such disruptions compromise the quality of project implementation, diminish stakeholder confidence, and reduce the overall impact of long-term initiatives. Therefore, management tenureship plays a pivotal role in ensuring the smooth and effective execution of projects over extended periods.

Research suggests that organizations with longer management tenures tend to have better project outcomes because leaders can build sustained relationships with stakeholders and adapt strategies as projects evolve (Ogunleye & Oladipo, 2020). They can also better anticipate potential challenges and implement corrective measures proactively. However, if management tenure is too long without periodic renewal, it may lead to complacency or resistance to change, which can undermine project effectiveness. Consequently, an optimal management tenure length is essential for balancing stability and innovation. The effects of management tenureship on long-term project implementation are profound. Stable and well-regulated management tenure can enhance project planning, resource mobilization, and stakeholder participation, thereby increasing the likelihood of successful project completion. Conversely, instability and frequent leadership changes tend to hinder progress, compromise quality, and threaten the sustainability of projects. Understanding these dynamics is vital for developing governance frameworks that support effective long-term project execution in cooperatives.

Effect of Management Tenureship on the Continuity of Long-term Projects in Cooperatives

The continuity of long-term projects within cooperatives is heavily dependent on management stability and effective leadership succession planning. Management tenureship influences this continuity by determining how consistently organizational goals and strategies are pursued over time (Miller et al., 2021). When leaders serve for an adequate period, they gain the experience, relationships, and organizational knowledge necessary to guide projects through various phases, ensuring ongoing progress and adaptation to changing circumstances. Frequent or abrupt changes in management can disrupt project momentum, leading to lost momentum, inconsistent decision-making, and shifts in project priorities. Such disruptions often result in project delays, increased costs, and compromised outcomes, especially when there is no clear succession plan or tenure policy (Agu & Onwuka, 2020). In cooperatives, where collective participation and member trust are essential, leadership instability can erode stakeholder confidence and threaten the very foundation of project sustainability.

Research indicates that establishing formal policies on management tenure and succession planning contributes significantly to project continuity. These policies help ensure that leadership transitions occur smoothly, with minimal disruption to ongoing projects (Chukwu & Ijeoma, 2021). Additionally, long management tenures enable leaders to embed project objectives into the organizational culture, fostering a sense of ownership and commitment among members. This, in turn, enhances the resilience and longevity of cooperative projects over time. Thus, management tenureship directly impacts the ability of cooperatives to sustain long-term projects. Stable leadership provides the necessary continuity for project planning, execution, and evaluation. It also facilitates institutional memory, which is crucial for maintaining project quality and adapting to emerging challenges. If this aspect is overlooked, cooperatives risk experiencing project discontinuities that undermine developmental gains and threaten their long-term viability.

Effect of Management Tenureship on the Sustainability of Cooperative Projects Over Time

The sustainability of cooperative projects hinges on consistent leadership, effective governance, and the ability to adapt to evolving socio-economic conditions—all of which are influenced by management tenureship. When managers serve for an adequate period, they are better positioned to develop long-term strategies, build stakeholder trust, and institutionalize best practices that secure project benefits beyond their tenure (Oni et al., 2019). Such stability fosters a culture of continuous improvement, innovation, and ownership among members, essential for maintaining project relevance and impact over time. However, short or unstable management tenures can threaten project sustainability by disrupting organizational learning and eroding stakeholder confidence. Without sustained leadership, projects may lack the strategic direction and capacity to adapt to changing circumstances, leading to stagnation or decline after initial implementation phases (Nwogu & Obi, 2019). Furthermore, frequent leadership changes can result in inconsistent policies, resource misallocations, and a loss of institutional memory - all of which undermine the long-term viability of cooperative initiatives.

Empirical studies underscore the importance of management stability in fostering sustainable development outcomes. Longer management tenures allow leaders to embed sustainable practices, nurture member participation, and develop networks that support ongoing project activities (Miller et al., 2021). They also help in securing funding and stakeholder commitment necessary for scaling and replicating successful initiatives. Therefore, establishing clear policies on management tenure is vital to build resilient cooperatives capable of sustaining projects over extended periods. Management tenureship significantly influences the sustainability of cooperative projects by impacting leadership stability, organizational learning, and stakeholder engagement. Ensuring appropriate management durations can foster a long-term orientation, institutional capacity, and adaptive governance - key ingredients for sustaining developmental gains. If this dimension is neglected, cooperatives risk experiencing project erosion and diminished socio-economic benefits, thwarting efforts to achieve sustainable community development.

THEORETICAL FRAMEWORK

Theoretical Framework for the Study is anchored on Institutional theory, developed by North (1990), serves as a foundational framework for understanding how governance structures, including management tenure, influence organizational performance and stability. North's seminal work emphasizes that institutions - formal and informal rules that govern organizational behavior - shape the incentives and actions of organizational leaders. The theory posits that well-established institutions foster stability, reduce uncertainty, and facilitate long-term planning and sustainability, which are essential in the context of long-term project implementation. North's work has been widely cited in organizational and development studies, highlighting how institutional arrangements, such as management tenure policies, impact organizational outcomes (North, 1990).

Building on North's foundation, Scott (2001) further articulates the importance of institutional arrangements in shaping organizational behavior. Scott emphasizes that formal rules, regulations, and norms influence managerial decision-making, leadership stability, and strategic continuity. In cooperative organizations, where democratic governance and leadership stability are critical, Scott's perspective highlights how institutional frameworks around management tenure can promote or hinder organizational stability and project success. His work has been influential in framing how organizational structures and policies impact long-term strategic outcomes (Scott, 2001).

Additionally, the Resource Dependence Theory (Pfeffer & Salancik, 1978) complements the Institutional Theory by emphasizing that organizations depend on external resources and that management stability can influence access to these resources. Stable management tenures can foster stronger stakeholder relationships, enhance resource mobilization, and promote sustained project implementation. This theoretical synergy provides a comprehensive understanding of how management tenure, as an institutional and strategic element, influences the capacity of cooperatives to implement and sustain long-term projects effectively.

Assumptions of the Theory

One core assumption of Institutional Theory is that organizations operate within a framework of established rules, norms, and structures, which influence managerial behaviors and organizational outcomes. It assumes that formal policies around management tenure create predictable patterns of leadership stability that facilitate strategic planning, resource allocation, and project continuity (North, 1990). When these institutional arrangements are strong and clear, they enable organizations to adapt to environmental changes while maintaining stability over time.

Another assumption is that leadership stability, fostered by well-defined management tenures, reduces organizational uncertainty and enhances decision-making quality. Long management tenures allow leaders to develop expertise, build stakeholder trust, and embed organizational knowledge—factors that are crucial for the successful implementation of complex, long-term projects (Scott, 2001). Conversely, frequent leadership changes are assumed to cause disruptions, erode organizational memory, and hinder strategic consistency, thus negatively impacting project sustainability.

A third assumption is that institutional arrangements around management tenure influence resource dependence and stakeholder relationships. Stable management tenures are presumed to improve access to external resources and foster stakeholder confidence, which are essential for the financing, scaling, and sustainability of long-term projects (Pfeffer & Salancik, 1978). Therefore, the theory assumes that effective management tenure policies are central to organizational resilience and the successful realization of strategic objectives over time.

Applications of the Theory to the Study

Applying the Institutional Theory to this study suggests that management tenureship significantly impacts the long-term project implementation of cooperatives in Anambra State. Formal management tenure policies serve as institutional arrangements that promote leadership stability, strategic continuity, and organizational learning—factors that facilitate the effective execution of long-term projects (North, 1990). When cooperatives establish clear guidelines on leadership duration, they create a predictable governance environment that supports sustained project efforts.

Furthermore, the theory implies that long management tenures enable leaders to build strong stakeholder relationships, mobilize resources effectively, and embed project goals into the organizational culture. This stability ensures that projects move beyond initial phases and are maintained over time, thereby enhancing their long-term success and sustainability (Scott, 2001). Conversely, weak or inconsistent management tenure policies may lead to frequent leadership changes, disrupting project momentum and jeopardizing long-term outcomes.

Finally, the Resource Dependence aspect of the theory highlights that stable management tenures improve cooperatives’ capacity to access external funding and resources necessary for long-term projects. Leaders with longer tenures are better positioned to negotiate with donors, government agencies, and community members, fostering trust and cooperation essential for project sustainability (Pfeffer & Salancik, 1978). Therefore, the application of this theory highlights the importance of institutional arrangements around management tenure in promoting the effective, sustained implementation of cooperative projects over time.

METHODOLOGY

This study adopted a survey research design to examine the effects of management tenureship on the continuity and sustainability of long-term project implementation among cooperatives in Anambra State. The design is appropriate because it allows the collection of quantitative data that describe patterns and relationships between leadership tenure and cooperative project outcomes. The target population consisted of registered members and executives of cooperative societies operating within Anambra State. A sample size of 392 respondents was determined to ensure representativeness and statistical reliability. A multistage sampling technique was employed: in the first stage, active cooperatives with ongoing or completed long-term projects were purposively selected; in the second stage, members and management representatives were randomly drawn from each cooperative. Data were collected through a structured questionnaire aligned with the research objectives, questions, and hypotheses. To establish validity, the instrument was subjected to expert review in the field of cooperative studies and management sciences, while reliability was assessed using Cronbach's alpha, with coefficients of 0.70 or higher considered acceptable for internal consistency. Questionnaires were administered through face-to-face interactions and electronic distribution to enhance coverage and response rates. Descriptive statistics such as frequencies, percentages, and mean scores were used to summarize respondents' demographic characteristics and responses. For inferential analysis, Pearson Product-Moment Correlation Coefficient and simple linear regression were employed to test the hypothesized relationships between management tenureship (independent variable) and continuity and sustainability of cooperative projects (dependent variables) at a 5% level of significance ($p < 0.05$). This methodology provided a systematic and evidence-based approach for assessing the role of leadership tenure in sustaining cooperative projects in Anambra State.

DATA PRESENTATION AND DISCUSSION

Demographic information

Table 1: Gender distribution of the respondents

Variable	Frequency	Percent (%)
Male	217	55.4
Female	175	44.6
Total	392	100.0

Source: field Survey, 2025

Table 1 shows that out of 392 respondents, 217 (55.4%) were male, while 175 (44.6%) were female. This indicates that males formed the majority of the respondents compared to females.

Table 2: Age distribution of the respondents

Variables	Frequency	Percent (%)
18-25	102	26.0
26-35	136	34.7
36-45	91	23.2
46 and above	63	16.1
Total	392	100.0

Source: field Survey, 2025

Table 2 indicates that the largest age group among the 392 respondents is 26–35 years, accounting for 136 individuals (34.7%), followed by 18–25 years with 102 respondents (26.0%). Respondents aged 36–45 years were 91 (23.2%), while those aged 46 and above were the smallest group at 63 (16.1%).

Table 3: Educational Qualification distribution of the respondents

Variables	Frequency	Percent (%)
No formal education	41	10.5
primary education	85	21.7
secondary education	149	38.0
tertiary education	117	29.8
Total	392	100.0

Source: field Survey, 2025

Table 3 shows that out of 392 respondents, the majority 149 (38.0%) had secondary education, followed by 117 (29.8%) with tertiary education. Those with primary education were 85 (21.7%), while the least were 41 (10.5%) with no formal education.

Table 4: Year of experience distribution of the respondents

Variables	Frequency	Percent (%)
less than 5 years	120	30.6
5-10 years	155	39.5
more than 10 years	117	29.8
Total	392	100.0

Source: field Survey, 2025

Table 4 indicates that out of 392 respondents, the majority 155 (39.5%) had 5–10 years of farming experience, followed by 120 (30.6%) with less than 5 years. Those with more than 10 years of experience were 117 (29.8%), making them the least group.

How does management tenureship affect the continuity of long-term projects in cooperatives?

Table 5: linear regression analysis of management tenureship on continuity of long-term projects in cooperatives

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change		df2	
1	.783[a]	.613	.612	1.835	.613	618.553		390	.000

Source: field Survey, 2025

The regression results in table 5 reveal that management tenureship has a significant positive effect on the continuity of long-term projects in cooperatives. The correlation coefficient (R = 0.783) indicates a strong relationship, while the R Square value of 0.613 shows that about 61.3% of the variation in project continuity is explained by management tenureship. The model is statistically significant, as evidenced by the F-value of 618.553 with a p-value of 0.000, confirming that stable and consistent management tenure is crucial for sustaining cooperative projects over time.

How does management tenureship influence the sustainability of cooperative projects over time?

Table 6: linear regression analysis of management tenureship on sustainability of cooperative projects over time

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	
1	.777[a]	.603	.602	1.891	.603	593.437		390	000

Source: field Survey, 2025

The regression analysis in table 6 shows that management tenureship strongly influences the sustainability of cooperative projects over time. With a correlation coefficient of R = 0.777, there is a strong positive relationship, while the R Square value of 0.603 indicates that 60.3% of the variation in project sustainability is explained by management tenureship. The model is statistically significant (F = 593.437, p = 0.000), highlighting that stable and effective management tenure is a key determinant of sustaining cooperative projects in the long run.

Research Hypothesis 1

Ho$_1$: Management tenureship has no significant effect on the continuity of long-term projects in cooperatives.

Table 7: Correlation analysis of management tenureship on continuity of long-term projects in cooperatives

		Management Tenureship Score	Continuity of long-term Project Score
Management Tenureship Score	Pearson Correlation	1	.783**
	Sig. (2-tailed)		.000
	N	392	392
Continuity of long-term Project Score	Pearson Correlation	.783**	1
	Sig. (2-tailed)	.000	
	N	392	392

Source: field Survey, 2025

Table 7 indicates a strong positive and statistically significant relationship between management tenureship and the continuity of long-term projects in cooperatives. The Pearson correlation result shows: (r = .783, p = .000, N = 392). Since the p-value (.000) is less than the 0.05 significance level, the null hypothesis stating that there is no significant effect of management tenureship on the continuity of long-term projects is rejected. This implies that longer or stable management tenureship significantly enhances the sustainability and continuity of cooperative projects over time.

Ho$_2$: Management tenureship has no significant effect on the sustainability of cooperative projects over time.

Table 8: Correlation analysis of management tenureship on sustainability of cooperative projects over time

		Management Tenureship 2 Score	Sustainability Score
Management Tenureship 2 Score	Pearson Correlation	1	.777**
	Sig. (2-tailed)		.000

	N	392	392
Sustainability Score	Pearson Correlation	.777**	1
	Sig. (2-tailed)	.000	
	N	392	392

Source: field Survey, 2025

Table 8 reveals a strong positive and statistically significant relationship between management tenureship and the sustainability of cooperative projects. The Pearson correlation result shows: (r = .777, p = .000, N = 392). Given that the p-value (.000) is less than the 0.05 significance threshold, the null hypothesis stating that there is no significant effect of management tenureship on project sustainability is rejected. This confirms that longer or stable management tenureship significantly contributes to the sustainability of cooperative projects over time.

Discussion of Findings

The findings from the regression and correlation analyses clearly demonstrate that management tenureship plays a crucial role in ensuring the continuity and sustainability of long-term projects in cooperatives. The strong positive relationships indicated by the high R values (0.783 and 0.777) and significant p-values (p = 0.000) highlight that stable and prolonged leadership contributes substantially to organizational success over time. Specifically, management stability explains over 60% of the variation in project continuity and sustainability, underscoring its importance.

Leadership stability is widely recognized in the literature as a determinant of organizational performance and resilience. For instance, Bass and Avolio (1994) emphasize that transformational leadership, which often correlates with stable and committed management, fosters trust, motivation, and organizational coherence. Similarly, Byrne (2006) asserts that long-term management tenure enhances organizational learning and strategic consistency, which are vital for the successful implementation of complex projects like those in cooperatives.

Furthermore, resource mobilization and stakeholder trust—both critical for project sustainability—are often strengthened by stable leadership, as noted by Pfeffer (1992), who emphasizes that managerial stability contributes to building social capital and organizational reputation. In cooperatives, where member trust and collective effort are foundational, consistent leadership can facilitate better communication, strategic alignment, and resource coordination, ultimately leading to more resilient and enduring projects (Wanyama et al., 2008).

CONCLUSION AND RECOMMENDATION

The regression analysis (Table 5) demonstrates that management tenureship has a strong and statistically significant positive effect on the continuity of long-term projects in cooperatives. Specifically, with an R value of 0.783 and an R Square of 0.613, approximately 61.3% of the variation in project continuity can be explained by management tenureship. The significant F-value (618.553, p = 0.000) indicates that stable and consistent management tenure substantially enhances the likelihood of sustaining projects over time. This finding underscores the importance of leadership stability in ensuring the ongoing success and durability of cooperative initiatives.

The correlation analysis (Table 8) further confirms that management tenureship is strongly and positively associated with the sustainability of cooperative projects over time. The Pearson correlation coefficient of 0.777 with a p-value of 0.000 indicates that longer management tenures significantly contribute to maintaining and improving the sustainability of projects. The results imply that stable leadership fosters organizational capacity, stakeholder trust, and resource mobilization, all of which are critical factors for the long-term success and resilience of cooperative projects.

Cooperative organizations should develop and enforce policies that encourage long-term management tenures. This can include establishing clear tenure guidelines, succession planning, and leadership development programs to ensure continuity and stability. By fostering stable leadership, cooperatives can enhance the sustainability and long-term success of their projects.

To retain experienced and committed managers, cooperatives should introduce incentives such as performance-based rewards, professional development opportunities, and recognition programs. These measures can motivate leaders to remain in their positions for extended periods, thereby strengthening organizational stability and ensuring the ongoing implementation of long-term projects.

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