EFFECT OF INTER-ORGANISATIONAL RELATIONSHIP ON COMMUNITY-BASED ORGANISATIONS' PERFORMANCE: EVIDENCE FROM OSUN STATE, NIGERIA

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Abstract

The study examined effect of inter-organisational relationship on Community Based Organisations' (CBOs) performance in rural areas. Data were gathered through structured interview schedule from 140 CBOs' members and analysed using appropriate statistics. The results revealed that the mean age of CBOs' members interviewed in the study area was 57.6 ± 15.1 years and had spent an average of 15.3 ± 9.5 years in formal school. Majority (72.1%) of the respondents was male and a lot (82.1%) of them joined CBOs because of their community development. The results also indicated that majority (84.3%) of the CBOs was registered with governmental agency; they had main focus on project execution (82.9%) with main (80.0%) source of fund from members' contribution. There were significant association between improvement in CBOs' performance and respondents' main occupation ($\chi2= 40.45; \rho\leq 0.01$); and reasons for joining CBOs ($\chi2= 29.04; \rho\leq 0.01$), also there were positive and significant relationship between improvement in CBOs' performance and members' age ($r=0.514; \rho\leq 0.01$); and years of formal education ($r=0.534; \rho\leq 0.01$). As a result of the findings of the study, it was concluded that there was improvement in CBOs' role performance due to inter-relationship among them. In order to maximize potentials inherent in inter-relationship among CBOs, it was recommended that all challenges, such as low level of government assistance, inadequate resources, differing culture and values of partnering CBOs, militating against it should be adequately addressed by the relevant stakeholders.

Key words: *community-based, inter-relationship organization, performance*

INTRODUCTION

Community-Based Organisations (CBOs) could be conceptualized in diverse ways, most of which are related to their composition and functions. CBOs as described by Universal Class, (2019) [16] are small informal organisations initiated by local residents based within the communities they serve, operating on voluntary basis and often lacking in formal structure or strategy. They provide various services towards the development of communities (mostly rural) and can be used as channels to route development, information and other resources required in improving living conditions in rural communities; in other times they act as links between the community and outside organisations to enable flow of input into the community. CBOs were borne out of the inadequacy of government to make provision (socio and infrastructural amenities) in respect to the growing population (Yachkaschi, 2005) [18].

Cornwell (2006)[7] and Cornwell & De Beer (2004)[8] listed some advantages of working with CBOs: they are closer to the grassroots and are therefore able to keep up with the needs and views of the "beneficiaries" of the development; CBOs operate at low cost and can adapt more quickly than complex governmental organisations and needs. Therefore they operate more efficiently and cost-effectively; in addition, they are directly accountable to their members, a factor which forces them to be receptive and responsive to the desires and needs of their members. This is in direct contrast to government bodies where staff members are accountable to their departmental heads rather than their clients; furthermore, they are much smaller than governmental organisations. And since they do not have an extensive bureaucratic structure and are not subject to political strife, they tend to be more flexible; and they are characterised by upward flow of information and is therefore easier to experiment within

these organisations, to try new ideas and make regular adjustments, and this makes them ideal instruments of learning process planning. As good and advantageous the CBOs activities, there is need for synergy to boost their overall performance, which called for inter-organizational relationship among them.

Inter-organizational relationships can be defined as the relatively enduring transactions, flows, and linkages that occur among or between an organization and one or more organisations in its environment. It is a reciprocally and well-defined association entered into by two or more organisations with a pledge to a set of common goals, a jointly developed structure and shared obligation, and mutual authority and accountability (Beckman *et al.,* 2004[6]; Mattessich *et al.,* 2001[12]). Inter-organizational relationships, also referred to as collaboration have the advantage that partners have a range of expertise and experience that on combining or integrating, can lead to new insights and productive actions for both, leading to trust and shared vision that potentially enhance the ability of the parties to achieve qualitatively better outcomes.

A number of researchers have highlighted the significance of CBOs and the contribution these organisations make in national social and economic development in general and rural development in particular. Such as participation of community based organisation in rural development projects, (Adisa, 2001)[3], also Abegunde (2009)[1] looked at the role of community based organisations in economic development in Nigeria, Bamiwuye and Adisa (2015)[5] examine the role of CBOs in rural development activities in Osun State, Nigeria; but there is dearth of information in literature as regarding the inter-organizational relationship on CBOs' performance. The acknowledgement of this need is the motivation for the conduct of this study.

Objectives of the Study

The main objective of the study is to examine the effect of inter-organizational relationship on community based organisation in Ife North Local Government Area of Osun State, Nigeria. The specific objectives are to:
(i)describe socio-economic characteristics of CBOs' members in the study area;
(ii)examine CBOs' characteristics in the study area;
(iii)examine attitudinal disposition of respondents towards inter-relationship among CBOs in the study area; and
(iv)identify challenges militating against inter-relationship among CBOs in the study area.

Hypotheses for the Study

(i)There is no significant relationship between selected socio-economic characteristics of CBOs' members and improvement in CBOs' performance due to inter-relationship
(ii)There is no significant relationship between attitudinal disposition of respondents toward inter-relationship and improvement in CBOs' performance due to inter-relationship.

MATERIALS AND METHODS

Study Area and Sample Selection

The study was conducted in rural areas of Osun State, Nigeria. The population consist of all CBOs' members in the study area. Multi-stage sampling procedure was used to select the respondents. At first stage, Ife North Local Government Area was purposively selected because it is rural and has high predominance of CBOs; at second stage, four (4) communities were selected randomly from the Local Government which are *Ipetumodu*, *Yakooyo*, *Moro*, and *Edunabon*. During the third stage, twenty eight (28) CBOs (7 from each community) were proportionately selected in the already selected communities, that is, 8 from Ipetumodu, 5 from Yakooyo, 6 from Moro and 7 from Edunabon. Finally, a systematic random sampling technique with a random start at an interval of two using members' register as sampling frame was used to select five (5) members from each selected CBO. A total of 140 respondents were interviewed for the study.

Data Collection and Analysis

Validated and pre-tested interview schedule was employed to draw information on socio-economic characteristics of the respondents, CBOs' characteristics, level of inter-

relationship among CBOs, respondents' attitudinal disposition towards inter-relationship among CBOs, and constrains to inter-relationship among CBOS. The data were summarized using descriptive statistics while Chi-Square and Correlation analyses were used to make implications from the hypotheses.

Measurement of Variables
Dependent variable: The dependent variable for the study was conceptualized as improvement in CBOs performance due to inter-relationship. It was measured by listing and scoring the levels of performance of CBOs at each stage of joint rural development activities (problem identification, decision-making, planning, implementation and monitoring/evaluation stages) on a 4-point scale of Much Improved (4), Moderately Improved (3), Less Improved (2), and Never Improved (1).

The respondents' attitude towards inter-relationship of CBOs was determined by asking the respondents to indicate their view using 14 declarative sentences consisting of both positive and negative items on a 4-point scale of; Strongly Agreed (4), Agreed (3), Disagree (2) and Strongly Disagree (1) for positive statements and vice-versa for negative statements. This was further categorized into favourable and unfavourable attitude using attitude mean score as cut off point.

RESULTS AND DISCUSSIONS

Socio-economic Characteristics of CBOs' Members
Results in Table 1 shown that bulk (60.5%) of the respondents were at their old age, while the mean age of the respondents was 57.6±15.1. Likewise, it was revealed that majority (72.1%) of the respondents were male. The table also shown that the mean of years spent in formal schools was 15.3±9.5; Majority (64.3%) of them was farmers by occupation while very few (15.7%) were still in school; in addition, vast majority (80.0%) of the respondents belongs to other social organisations apart from the CBOs such as cooperative and political organisations. The

table also shown that vast majority (81.4%) of the respondents was married; this implies that high percentage of married was involved in CBOs' activities. In addition, vast majority (89.3% and 82.1%) of the respondents was aware of CBOs through their community leaders and joined CBOs purposely for development of their community respectively.

Table 1. Distribution of respondents according to their socio-economic characteristics (n= 140)

Variables	Freq	%	Means & St. Dev.
Age (years)			
Below 30	29	20.7	57.6±15.1
30-50	36	25.7	
Above 50	75	53.6	
Sex			
Male	101	72.1	
Female	39	27.9	
Years of formal education			
No formal education	7	5.0	
1- 6	15	10.7	15.3±9.5
7-12	61	43.6	
Above 12	57	40.7	
***Main occupation**			
Farming	90	64.3	
Trading	48	34.3	
Civil service	27	19.3	
Artisanship	42	30.0	
Schooling	22	15.7	
Belonging to other social organization			
Yes	112	80.0	
No	28	20.0	
Marital status			
Married	114	81.4	
Widowed	3	2.1	
Single	23	16.4	
***Sources of awareness about CBOs**			
Extension personnel	50	35.7	
Neighbours	80	57.1	
Community leaders	125	89.3	
Media	23	16.4	
***Reasons for joining CBOs**			
Community development	115	82.1	
Personal profit	57	40.7	
Personal interest	87	62.1	
Leaving legacy for children	68	8.6	

Source: Field survey, 2019   *Multiple choices

Characteristics of CBOs
Result in Table 2 revealed that the average year of existence of the CBOs was 13.6± 9.1; also vast majority (84.3%) of them was registered with government agency.

It was also of note that the main activities of CBOs were monthly meetings (90.7%) and execution of developmental projects (82.9%). Few (13.6%) CBOs had abandoned projects, this could be as a result of limited fund available for use.

Table 2. Distribution of respondents according to their CBO's characteristics (n = 140)

Variables	Freq.	%	Mean & St. Dev.
Years of existence			
Below 10	39	27.9	13.6±9.1
10-20	71	50.7	
Above 20	30	21.4	
Registered with Govt. agency			
Yes	118	84.3	
No	22	15.7	
***CBOs' activities**			
Anniversary	75	53.6	
Monthly meeting	127	90.7	
Annual general meeting	59	42.1	
Execution of projects	116	82.9	
Town's day	55	39.3	
Youth carnival	20	14.3	
***Source of funding**			
Members' contribution	112	80.0	
Members of public	48	34.3	
Government	52	38.1	
Philanthropists	62	44.3	
Stages of projects			
Completed and in use	89	63.3	
On-going	57	40.7	
Abandoned	19	13.6	

Source: Field survey, 2019   *Multiple choices

Attitude of CBOs' Members towards Inter-relationship of CBOs

The result in Figure 1 shows that many (68.6%) of the respondents showed favourable attitude towards inter-relationship among CBOs; the attitude means score was 72.7 with standard deviation of 1.8.
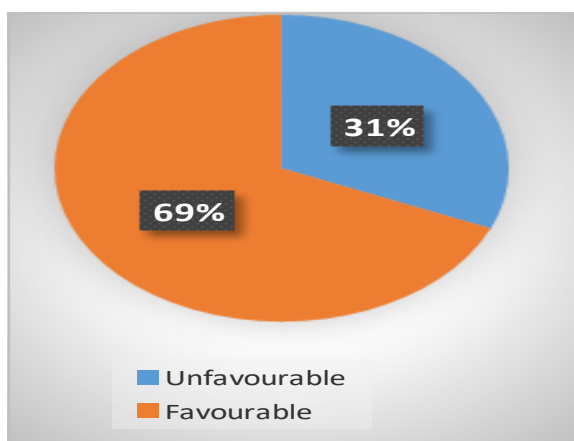

Fig 1. Distribution of the respondents according to attitude towards inter-relationship of CBOs.
Mean = 72.7±1.8
Source: Field survey, 2019.

Challenges Militating against Inter-relationship among CBOs

Result in Table 3 revealed that vast majority (79.3%) of the respondents agreed inadequate

resources as a main challenge militating against inter-relationship among CBOs which was ranked highest, followed by low level of government assistance (76.4%) and differing culture and values of partnering CBOs (65.0%) in that order, while tight timeframes (27.1%) ranked least among the challenges.

Table 3. Distribution of respondents according to challenges militating against inter-relationship among CBOs (n = 140)

*Challenges	%	Rank
Inadequate education of CBOs' members	33.6	10th
Low level of government assistance	76.4	2nd
Inadequate resources	79.3	1st
Lack of cooperation among partnering CBOs	37.9	8th
Tight timeframes	27.1	11th
Differing culture and values of partnering CBOs	65.0	3rd
Mismanagement of project fund	45.0	7th
Improper project coordination/supervision	36.4	9th
Conflict among partnering CBOs	62.9	4th
Lack of shared agendas	48.6	6th
Overload of new initiatives	57.9	5th

Source: Field survey, 2019   * Multiple responses

Improvement in CBOs' Performance

The improvements mean score was 66.9±4.1. This finding in Table 4 revealed that majority (82.26%) of the CBOs had commendable improvement in their performance due to inter-relationship.
This result is in agreement with that of De Beer and Swanepoel (1998)[10] that reported that collaboration among organisations led to better functioning and performance.

Socio-economic characteristics

The mean age of the respondents was 57.6±15.1 implies that the respondents comprise few numbers of active people, which might be because of high rate of rural-urban migration of able bodies in search of white-collar jobs. Low percentage of female may be due to the fact that women are still considered in most rural communities as second class citizens, traditional (cultural) beliefs regarding the role and status of women as homemaker in society are still widespread.

Furthermore, high year of formal education (Mean= 15.3±9.5) revealed that majority could read and write which would affect their participation in CBOs' inter-relationship positively, this finding disagreed with the position of Olanrewaju (2014)[14] who posited that many rural dwellers in Osun State were not literate. In addition, that the respondents were engaged in more than one occupations concurred with the findings of Yusuf (2011)[17], who indicated that rural dwellers engaged in a variety of activities as occupation with agriculture usually the prime. The fact that high percentage (81.4%) of the respondents involved in CBOs were married was in tandem with earlier reports of Adisa and Jibowo (2006)[2] that that reported that

high percentage of married in the rural communities of Osun State are involved in the community based development projects.

Characteristics of CBOs
The main (80.0%) source of fund for the CBOs was from the members' contribution; this implied that the fund available for CBOs will be limited due to the socio-economic characteristics of the members, this is in agreement with Thake (2004)[15] who reported that many CBOs finance their activities through contribution from their members. In addition, many (63.3%) of the projects embarked on by the CBOs were completed and in use; this could be connected with the fact that the members will not want their contribution to go down the drain.

Table 4. Distribution of the respondents by improvement in CBOs' performance (n = 140)

*Variables	MuI	MoI	LI	NI
	F(%)	F(%)	F(%)	F(%)
Problem identification				
Initiator	2(1.4)	30(21.4)	37(26.4)	71(50.7)
Opinion giver	0(0.0)	33(23.6)	52(37.1)	55(39.3)
Information giver	0(0.0)	4(2.9)	98(70.0)	38(27.1)
Information seeker	0(0.0)	16(11.4)	49(35.0)	75(53.6)
Decision making				
Committee member	0(0.0)	36(25.7)	45(32.1)	59(42.1)
Debate and discussion	0(0.0)	0(0.0)	34(24.3)	106(75.7)
Conducting opinion poll	0(0.0)	0(0.0)	12(8.6)	120(91.4)
Planning				
Arranging meeting	0(0.0)	51(36.4)	76(54.3)	13(9.3)
Brainstorming	0(0.0)	0(0.0)	16(11.4)	124(88.6)
Sourcing for resources	0(0.0)	0(0.0)	26(18.6)	114(81.4)
Implementation				
Contribution of resources	0(0.0)	0(0.0)	13(9.3)	127(90.7)
Personal labour	0(0.0)	0(0.0)	30(21.4)	110(78.6)
Hired labour	0(0.0)	0(0.0)	46(32.9)	94(67.1)
Monitoring / Evaluation				
Beginning	0(0.0)	3(2.1)	95(67.9)	42(30.0)
Middle	0(0.0)	31(22.1)	61(43.6)	48(34.3)
End	0(0.0)	4(2.9)	12(8.6)	124(88.6)
As need arises	0(0.0)	13(9.3)	54(38.6)	73(52.2)

Source: Field survey, 2019   * Multiple responses
Mean = 66.9±4.1
Much Improved= MuI, Moderately Improved = MoI, Less Improved= LI, Not Improved= NI

Attitude of respondents towards inter-relationship among CBOs
Many of the respondents (68.6%) indicated that they have favourable attitude towards inter-relationship among CBOs It could be inferred that the favourable attitude of the respondents toward inter-relationship among CBOs would lead to full involvement in all

CBOs' activities to the extent of releasing their resources among others.
This will automatically result into improvement in CBOs' performance. This result is in agreement with that of Abudu and Idehen (2017)[4] that stated that farmers had favourable attitude towards CBOs in Rivers State, Nigeria.

Challenges militating against inter-relationship among CBOs

Vast majority (79.3%) of the respondents agreed to inadequate resources as a main challenge militating against inter-relationship among CBOs; the resources include both human and material resources, in quantity and quality, followed by low level of government assistance (76.4%), in providing counterpart funds and conducive environment; and differing culture and values of partnering CBOs (65.0%).

This finding corroborated that of Das & Teng, (2000)[9]; and Greve *et al.,* (2010)[11] who reported similar challenges militating against inter-relationship among CBOs.

Improvement in CBOs' Performance

There is improvement in CBOs' performance due to inter-relationship among them in problem identification, decision-making and monitoring/evaluation stages of joint development programme activities.

Apart from improvement in CBOs' performance, inter-relationship gives visibility to the joint development programmes and prevent duplicity of developmental effort. This result is in agreement with that of Osuchukwu and Edewor (2016)[14] and De Beer & Swanepoel (1998)[10] that reported that collaboration among organisations led to better functioning and performance.

Hypotheses Testing

The results in Table 5 show that at 0.05 level of significant, there was no significant association between sex (χ^2=6.83) also marital status (χ^2=5.51) with source of awareness about CBO (χ^2=6.09) of the respondents and improvement in CBOs' performance due to inter-relationship.

This implies that performance of CBOs was not a function of sex, marital status and source of awareness about CBO of the members. On the other hand, reason for joining CBOs (χ^2=29.04), membership of social group (χ^2=17.71), and occupation (χ^2=40.45) were significantly associated with improvement in performance of CBOs due to inter-relationship.

Table 5. Results of Chi-Square analysis of the association between socio economic characteristics of respondents and improvement in CBOs performance due to inter-relationship (n = 140)

Variables	χ^2 – value	DF	P-Value
Reason for joining CBOs	29.04	5	0.000*
Source of awareness about CBOs	6.09	6	0.749
Main occupation	40.45	5	0.000*
Marital status	5.51	4	0.647
Sex	6.83	2	0.508
Membership of other social group	17.71	2	0.000*

Source: Field survey, 2019   *Significant at P<0.05   DF= Degree of Freedom

Table 6. Correlation analysis showing relationship between socio-economic characteristics of the respondents and improvement in CBOs' performance (n = 140)

Variables	Correlation coefficient (r)	Coefficient of determination (r^2)
Age	0.514**	0.099
Years of formal education	0.534**	0.111

Source: Field survey 2019.
**Significant at 0.01level

Result in Table 6 revealed that at 0.01 level of significance, respondents' age (r=0.514) and years of formal education (r=0.534) had positive and significant relationship with improvement in CBOs' performance. Thus, increase in respondents' age and years of formal education would increase the improvement of CBOs' performance.

Result in Table 7 show that there was positive and significant relationship (r= 0.618; P≤ 0.01) between improvement in performance of CBOs and their attitude towards inter-relationship among CBOs. The contribution of respondents' attitude towards improvement in CBOs' performance was 34.4 percent (r^2=0.3442). This implies that the more favourable the respondents' attitude towards inter-relationship among CBOs, the higher the improvement in CBOs' performance.

Table 7. Correlation analysis showing the relationship between attitude of respondents towards inter-relationship among CBOs and improvement in their performance (n= 140)

Variables	Correlation coefficient (r)	Coefficient of determination (r²)
Attitude	0.618**	0.3442

Source: Field survey, 2019.
**Significant at the 0.01 level

CONCLUSIONS

Based on the findings of the study, it was concluded that there was improvement in CBOs' role performance due to inter-relationship among them, especially in problem identification, decision-making and monitoring/evaluation stages of joint development programme activities. In order to maximize potentials inherent in inter-relationship among CBOs, it was recommended that all challenges, such as low level of government assistance, inadequate resources, differing culture and values of partnering CBOs, militating against it should be adequately addressed by relevant stakeholders.

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