

A Convergent Parallel Study on Performance Status of Credit Cooperatives in Region XII: Basis for A Proposed Enhancement Program

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Abstract: This study assessed performance status of the credit cooperatives in Region XII in terms of leadership, human resources management, members, structure, system and mechanism. The study utilized a convergent parallel mixed method design. The participants of this study comprised 400 regular members of the different credit cooperatives in Region XII and were chosen through purposive sampling. In the qualitative phase, 10 members participated in the in-depth interview and 7 participated in the focus group discussion. A survey questionnaire and guide questions were validated and utilized. The researcher used the mean, t-test and thematic analysis as tools in analyzing the data. In the quantitative phase, findings revealed that cooperative affiliation, years of existence, attitude and lifestyle of the members significantly differ in the performance of their credit cooperatives. On the other hand, out of the 5 indicators, performance structure of the cooperative was rated as very high. This means that the practices of credit cooperatives in Region XII are always evident. On the qualitative phase, the themes formulated were development of financial management, service satisfaction, societal roles and responsibilities, gender sensitivity and professionalism and members' attitude and lifestyle. Keywords: Business Management, Performance Status, Credit Cooperatives, Leadership, Human Resources Management, Members, Structure, System and Mechanism, Philippines

I. Introduction

1.1 Background of the Study

Credit cooperatives want to survive and thrive in the new international context. According to Cooperative Development Authority- Statistics of 2014, credit cooperatives comprise 24.05% of the total number of registered cooperatives in the Philippines and that 4.4% of those are operating in Region XII with an average number of members of 438 per cooperative. There are 19 cooperatives or 4.26% with net loss since they cannot ignore their inefficiencies in both the financial and social dimensions of their activity [8]. Complicating the issue most especially in Region XII is due to the lack or absence of a concrete strategic and development plan, budget and operational policies that will serve as guide for the credit cooperative officers and personnel to maximize the use of limited resources to prevent high past due rate that further stifles the growth of the cooperative [28].

Cooperatives have been classified as financial intermediaries that pay attention to social criteria. Thus, if such entities social enterprises are increasingly attracting the attention of scholars and practitioners today owning the growing demand for business organizations to trigger positive social change [35]; [1]; [2]. Furthermore, the improvement toward financial and non-financial performance management controlled by resources as the determinant of the entire success of performance main problem faced credit cooperatives, thus, credit cooperatives have a high level of non-performing loans (NPL) at 6.60 percent.

In total, about one billion people are involved in cooperatives in some way, either as members, customers or as employees and participants, or as or both. Cooperatives employ at least 100 million people worldwide, and the livelihoods of nearly half the world's population have been estimated as made secure by cooperative enterprise. The world's largest

cooperative enterprises have collective revenues of USD 1.6 trillion, which are comparable to the GDP of the world's ninth largest economy, Spain. As value-based and principle driven organizations, cooperative enterprises are by nature a sustainable and participatory form of business. They place emphasis on job security and improved working conditions, pay competitive wages, promote additional income through profit-sharing and distribution of dividends, and support community facilities and services such as health clinics and schools. Cooperatives foster democratic knowledge and practices and social inclusion, making them well-placed to support the achievement of sustainable development. Cooperatives have also shown resilience in the face of the economic crises [10].

Consequently, this is turning out to be especially relevant in the financial sector, where the abuses and limitations of traditional commercial banks are leading to the development of what are known as "Social Economy financial institutions" [29]; [21]. Cooperatives are business owned and controlled by the people who use them as it is differ from other business because their member owned and operate for the benefit of members rather than making profits for the investors. As such, cooperatives were organize on the basis of benefiting members in the following aspects which include improve bargaining power, improve income level, alleviate poverty, reduce cost, acquisition of skills, obtain products or services otherwise unavailable, expand new and existing marketing opportunities as well as improve product or service quality [32]. This social value may be appreciated by furnishing the result of this study to the credit cooperatives in Region XII.

Most of the researches conducted regarding credit cooperatives were centered on the analysis on savings and credit efficiency but very limited studies on the status of its performance that can be evaluated and assessed through leadership, human resource management, members, structure and system and mechanisms. The researcher has not come across any study in the Philippines relating to the topic mentioned above specifically in Region XII. Although delinquency rate can be associated and identified in various researches, but very few focuses on the status of performance of the credit cooperatives most especially on the financial and non-financial perspective. It is on this reason that the researcher desires to conduct a study that will assess the status of performance of the credit cooperatives in Region XII as being assessed by its members and come up with an action plan to enhance the performance of the said credit cooperatives.

Finally, findings of this study will only be useful and helpful when disseminated to various groups of people and institutions most especially to the cooperative industry. After the conduct of the study, a stakeholders' forum will be organized to be participated by credit cooperative members, cooperative managers and officers, research participants, scholars, future researchers and the public in general. This study will also be presented to local, national and international conferences. Furthermore, copies will be sent to the Cooperative Development Authority (CDA), mini-libraries of the credit cooperatives in Province of North Cotabato, Provincial Cooperative Development Office (PCDO) and library of University of the Immaculate Conception. Finally, this study will be published in the national and international journals.

1.2 Worldview and Theoretical Lens

The success of every credit cooperative can be best evaluated through its excellent performance on its overall operations that comprise the financial and non-financial aspects. Being a pragmatist, the researcher believes that every situation needs a practical approach with a strike of balance of principles and practical bearings of thought and guide actions. It was through pragmatic inquiry that the day to day problematic issues and complexities people encountered were responded [42].

The use of mixed methods finds its roots in triangulation which aims to enhance and strengthen research validity and credibility [19]; [13]; [6] through complementarily, convergence and dissonance among the findings [16]. It can be beneficial in increasing confidence in research data, creating innovative ways of understanding a phenomenon, revealing unique findings, challenging or integrating theories and providing a clearer understanding of the problem [41].

Pragmatism is midway between naturalism and idealism and it is believe that only those theories are true which work in practical situations. It was also a philosophical movement that includes those who claim that an ideology or proposition is true if it works satisfactorily, that the meaning of a proposition is to be found in the practical consequences of accepting it and that unpractical ideas are to be rejected. It unseals the doors to multiple methods, different worldviews and different assumptions as well as different forms of data collection and analysis [13].

To better develop this study, it was anchored on the Demographic and Psychographic theory of [33] which states that there were significant differences in terms of gender, age, educational attainment, marital status, employment status, type of industry served in the performance of every credit cooperative wherein they are part with. Also in terms of psychographic dimensions, active investors whom can be associated as co-owners or members of the cooperative were more risks takers or innovative than of passive ones.

This research was also based on the theoretical lens of [42] entitled the efficiency in the financial sector theory. It defines as the degree of optimization achieved in the use of physical, human and monetary resources for providing different financial and social services, thus it refers to the physical relation between the resources used and service outcomes, including profits, revenue, loans and financial investments.

Moreover, the existing theoretical lens on credit cooperatives emphasize three principles of cooperative organization that were of particular significance to their performance [26] the identity principle or solidarity principle, the nominal capital principle or redeemability principle and the equality principle or democracy principle. The Identity Principle refers to the fact that the members of the cooperative are clients and owners. This self-contained structure is a prerequisite for the application of a simple, cheap and effective credit technology, namely peer monitoring. The high costs of screening and monitoring small borrowers operating in the informal sector, which make this market segment so unattractive for conventional banks, can be drastically reduced by this system of reciprocal or, so to speak, neighborly monitoring [40]. However, the advantage of low monitoring costs as a result of the peer monitoring system is offset by the disadvantage of the quantitative and qualitative limitation on the transformation potential of the credit cooperative as a financial institution. Owing to its fixed circle of members, a cooperative has only limited capacity for transformation in terms of amounts, maturity and risk. In order for peer monitoring to work, the group must be homogeneous and restricted to a small, easily manageable number of members, yet at the same time precisely these factors are a constraint on the financial efficiency of the institution [26].

Furthermore, many credit cooperatives were originally set up as self-help groups based on the ideal of solidarity, and in most cases the desire to gain access to cheap credit without having to go through bureaucratic formalities was probably uppermost in the minds of the founders. An inherent structural weakness of these credit-motivated cooperatives is their limited power to generate savings because they have to pay lower interest rates on deposits than are obtainable on alternative forms of investment. This weakness should be seen as an indirect cost of the policy of providing low interest credit [26].

Furthermore, [26] the Nominal Capital Principle redeemable equity capital means that the equity capital of the Cooperative members is, in economic terms, really only a shareholder's loan as it can and the principle, be reclaimed at any time and then repayable at nominal value. In practice, the distinction between shareholdings and deposits is also frequently blurred. This situation obliges the credit cooperative to maintain a comparatively high volume of liquid reserves. Retained earnings, on the other hand, are not in danger of being redeemed or withdrawn. As a consequence, the formation of internal reserves, retained earnings results in an irredeemable and non-voting item of equity capital. It is therefore reasonable to assume that the management of credit cooperatives will be in favor of retaining a relatively large portion of its profits. Moreover, the Equality Principle one man - one vote, which implies that voting rights at the general meeting are not proportionate to the volume of capital invested, undermines in principle the motivation, normally inherent in equity capital, to exercise control, and invites a free rider mentality. As the number of members, i.e. the size of the credit cooperative, increases, and this negative incentive is magnified. This in effect eliminates the regulatory function of relatively large, active investors, typical of joint stock companies [40].

1.3 Conceptual Framework

Figure 1 illustrates the conceptual framework of the study. This framework represents how the demographic such as sex, age, educational attainment, marital status, employment status, type of industry served, cooperative affiliation in terms of number of members and years of existence and also psychographic profile of the members of the credit cooperatives in Region XII affects the performance status of the credit cooperatives wherein they are part with and what could possibly be the plan of action to undertake in order to address the problem of this study. Sex is referred to the biological characteristics and structures or the state of being male and female of the members of the credit cooperatives. Age refers to the members' stage of life and that educational attainment refers to the degree in which the members took as a person. Moreover, marital status and employment status refers to the state of which the members are being employed and married and that cooperative affiliation refers to which the members credit cooperative total membership and numbers of years being operational.

In this study, performance status of the credit cooperatives was assessed using different Indicators. It was evaluated through financial and non-financial aspects which comprises the leadership as an action of leading a group of people or organization, human resource management as a strategic approach to the effective management of people in an organization, members as the co-partners of the cooperative in the realization of its goals and objectives, structure as geared toward democratic control and shared decision-making and system and mechanisms as the basis of the cooperatives on its day to day operations. However, demographic and psychographic profile of the members of the credit cooperatives was also associated with the performance of the cooperatives. Furthermore, action plan was the output of this study which serves as the mitigating factors in order to address the problem.

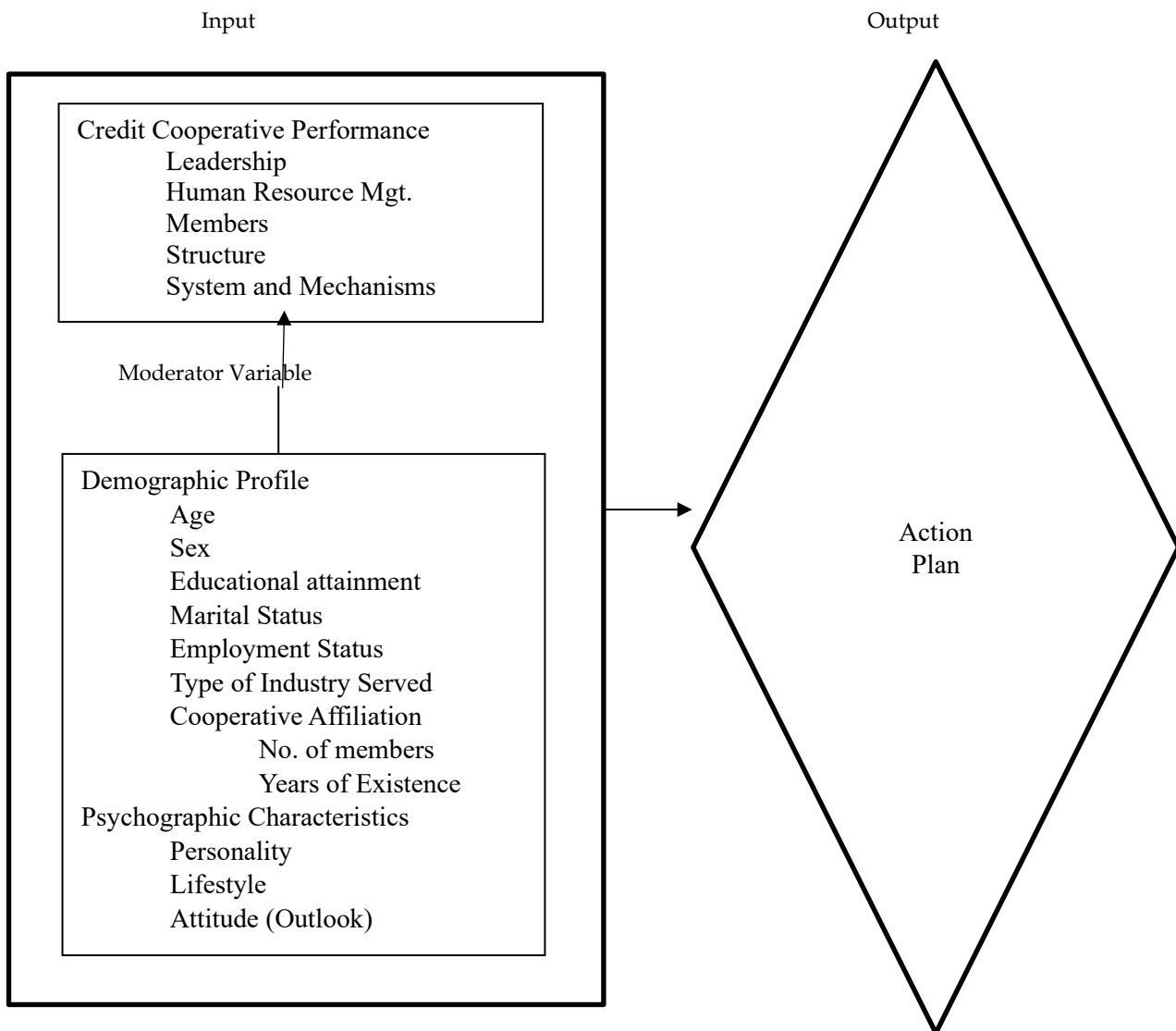


Fig. 1 conceptual framework of the study

1.4 Audience

This convergent parallel mixed method study was pursued to hopefully impart positive knowledge to the environment most especially in the aspect of cooperativism. As this study was conducted, the following audiences were significant to assist and guide in shaping and concreting the decisions of the researcher in order to make this study valuable. These audiences include school administrators, technical panel committee, ethics committee, research adviser, Cooperative Development Authority (CDA) Personnel, PCDC, scholars, members of credit cooperatives, managers, officers and future researchers.

1.5 Purpose Statement

This study assessed and analyzed the performance status of the credit cooperatives in Region XII. A convergent parallel mixed methods design was used in which quantitative and qualitative data was collected on the same topic. In the quantitative phase of the study, survey instrument was used to gather the necessary data that involves the socio-demographic profile and psychographic characteristics of the members of the credit cooperatives in Region XII to

determine if there is a significant difference in the performance status of the credit cooperatives when assessed by the members. In the qualitative phase, it was conducted using phenomenology to determine the lived experiences of the members of the credit cooperatives in Region XII and how these experiences shaped their beliefs, attitudes and commitment towards the cooperative. In this, the assessment and perceptions of the members towards the performance status of the credit cooperatives in Region XII was tentatively explored. It is for the reason of developing an action plan to enhance the performance of the credit cooperatives in Region XII.

1.6 Research Questions

In this study, a convergent parallel mixed method research was used in order to fully understand the performance status of the credit cooperatives in Region XII.

1. What is the performance status of Credit Cooperatives in Region XII?
2. Is there a significant difference in the performance of credit cooperative as assessed by the members when grouped according to their demographic profile and psychographic characteristics?
3. What are the lived experiences of the members in Region XII as regards the performance of their credit cooperatives?
4. What insights can the participants offer on the contribution of their demographic profile and psychographic characteristics towards the performance of the cooperative?
5. To what extent do the qualitative data confirm the quantitative data?
6. On the basis of the findings of this study, what action plan can be proposed to enhance the performance of the credit cooperatives in region XII.

1.7 Literature Review

This section presents the literature and related studies about cooperative performance of the credit cooperatives that are carefully reviewed by the researcher from various sources such as peer-reviewed articles, studies and books. Different concepts related to cooperative performance of credit cooperatives were also identified, organized and discussed.

1.7.1 Cooperative Performance. Performance of the credit cooperatives can be assessed in different indicators. It can be evaluated through financial and non-financial aspects [15].

The life and work of a cooperative business are governed by several values and seven major principles that enable cooperatives to be viable (Kumar, Wankhede & Gena, 2015). The following are the principles that govern cooperatives in putting their values into practice. These are the principle of voluntary and open membership; principle of democratic member control; principle of member economic participation; principle of Autonomy and independence; principle of education, training and information; principle of cooperation and principle for community. The ability of any society to affect the members positively at household and enterprise level signifies an improvement in standard of living and better economic condition of the participants [34].

The upliftment of standard of living of cooperative members may comprise of the household income, household assets and enterprise assets. Decrease in income and lack of assets signify poverty, poor economic condition and low standard of living while the ownership of assets and increase in income through the cooperative loan suggest a positive role of cooperative societies on the members' standard of living and economic condition [34].

1.7.2 Leadership. Cooperative leadership is about striking a fine balance between the process of making the decisions and the process of implementing the decisions. It comprises participation, transparency, accountability and anticipation. It also takes care of members' needs and monitors the same, attracts, motivates, retains members and creates and secures a prosperous operating environment for improving performance. A well-defined responsibility and power of each stakeholder help manage and mitigate risks. Leaders of the cooperative drive the cooperative and ensure formation of policy to be driven by both member-lead philosophy and business results. It can also create a balance between economic performance and social responsibility thus code of conduct should be followed by the officers of the cooperative to protect and interest of the cooperative [39].

1.7.3 Effective Cooperative Leadership. To be able to have an effective cooperative leadership, it must be autonomous, independent, and member driven-accountable to members and knowledgeable in terms of business dimension, vision and objectives to come up with a transparent decision making. Also, constant monitoring and directing with the cooperative's objectives must be alive and responsive to the cooperative member's social needs. Good leadership should also be alive in the market practices and technological innovation, open ideas and sensitive to market changes as well as handling conflicts and visualizing the future [39]. Specifically, among the different social economy financial institutions, credit cooperatives are becoming more and more popular in numerous developed countries such as United States, Canada, Australia, Japan, France, Germany and Italy, among many others. These entities are self-help cooperative financial

organizations geared to attaining the economic and social goals of their members and wider local communities [30]. Their importance lies not in their weight in the financial system of such countries but in the type of activity they perform, financing a large set of social enterprises and helping to support employment and growth in the location where they work [21].

Moreover, credit cooperatives also contribute to the development of the financial sector by meeting some needs that are not covered by other banking intermediaries and by increasing free competition within it [25]. These entities therefore are hybrid organizations [36]; [33] on the other hand, they are cooperatives established for an important social function and on the other hand, they are entities in the financial system alongside banks and savings banks. However, the social mission of the credit cooperatives is the main reason for their existence.

Thus, being an organization that does not follow profit maximization, their main aim is to improve the economic and social welfare of their members, while the members' objective is to use financial services and not to obtain dividends. Indeed, in general they have met the capitalization and solvency requirements imposed by the European Union and none of them have either needed to be bailed out or received state finding. In addition, although an intensive restructuring process is under way, this has been done voluntarily and with the aim of making them more efficient and competitive in their financial activity [45]. The social efficiency of credit cooperatives has to do with how effectively these entities meet the social objectives of their members and local community [33].

However, social efficiency is rarely pursued by credit cooperatives as part of deliberate and managed strategy. In contrast to financial efficiency, there is no empirical research either national or international, measuring whether these entities are socially efficient. Unfortunately, there is also no empirical academic contribution on the explanatory factors of their social efficiency. But beyond financial performance, credit cooperatives are also to be assessed with regard to their social impact. As with financial goals, it is likely that these entities can more successfully achieve social goals if they know their progress towards them. Consequently, credit cooperatives' social efficiency needs to be measured by an indicator to both determine the performance of these entities relative to their social mission and use this information to improve their global performance and competitiveness in the new international context [25].

Furthermore, income is crucial if basic needs are to be met in a sustainable manner. Yet income is only generated by individuals who have an opportunity to take part in economic activities. And it is possible to save only if there is an adequate level of income. Access to financial services and markets is therefore an essential prerequisite for self-sustained poverty reduction. Poor people have a considerable productive potential which can be mobilized by means of self-help approaches. The effectiveness of micro-credits depends on whether they are managed professionally by local institutions. In many instances, the latter offer a broad range of additional financial services such as savings deposits, credit services for economic and financial augmentation and also advanced trainings and seminars. According to [31] the word cooperative is a collective noun as well as the cooperative society. The Cooperative implying to work together among group of persons originated from time immemorial. This could clearly distinguish between cooperative on the basis of time as short term/coincidental and long term/permanent as well as informal and formal traditional modern scientific, genuine cooperatives. This could in the widest sense, reveal that cooperative means more than working together, but people working together to achieve commonly felt need. Hence, it is as old as man otherwise, instinctive that the cradle of cooperative in that crude sense, is the formally characterized by give and take concept.

In this method, the people involved are mutual among who are characterized by stark illiteracy, informalized structure short live existence and absence of legality, mainly engaging in productivity venture without effective management. On the contrary, modern scientific cooperatives are originated on the bench mark of the industrial revolution in Europe spanning a century in 1750 to 1850. As such, they are formal legal entities in business undertaking as a body cooperates and adhering to the internationally acceptable principles. Cooperative are purely on special type of business units, others namely: the sole-proprietorship and the partnership. The modern scientific cooperative enterprises could be established in all economic systems, be it socialist or communist, capitalism or free market as well as mixed economic system. It could be formed by business owned persons, workers, rich, poor, and averagely poor, in the society. Thus, it has been characterized in many ways, but mainly flexible [31]. According to the study of cooperatives at the University of Saskatchewan led by the Cooperative Innovation Project, 2015 it says that cooperative performance requires distinct leadership style for a possible development and that the style should be different than conventional business leadership.

1.7.4 Commitment to Community. Cooperative leadership requires a visible commitment to community. It's a strong pull. By placing their energy and ability into creating a cooperative business, rather than a conventional business, cooperative leaders embody a fundamentally different perspective. Cooperative leaders must find the primary motivation to get the coop going and it's not just to have a coop, it's to meet a real community need as well as the personal connection to the community. There's a strong sense of collectiveness around that cooperativism and that the coop leaders should lead the members and their community to survive and thrive [10].

1.7.5 Shared Leadership. A second characteristic of cooperative leadership is that they accept shared leadership. A coop leader leads from the middle instead of leading by command and control. A cooperative leader values the democratic aspects of a coop, where every member is equal. Leadership responsibilities, successes, and failures are shared and made each of the member feel that they are part of it. Cooperative leaders believe that there is strength in numbers, and that they will by working together in order to have a much better success. Part of the shared leadership model is learning to be comfortable with not knowing the answer and that the shared answer might be different than what any one individual thinks. Moreover, a cooperative leader must be comfortable accepting opinions and direction from the whole coop membership. Thus, it's a different kind of leadership, because coop leaders are giving up some powers as leader to those on the ground [10].

1.7.6 Working Together. Cooperative leaders have specific skills related to people, and to getting people to work together. These skills are about people management and building and maintaining relationships. In a coop setting the members have a common bond of interest. Typically, good coop leaders are able to identify and match roles and responsibilities to the people in the organization matching skill sets and interests to the tasks required building and growing a cooperative. Cooperative leadership is also a matter of shared respect. Probably most key is that they have to have a lot of respect for people, in the sense that they have respect for the players at the organization. The scenario gets people to speak up and stand up. The members can't be doing all the talking. The members have to be able to encourage and support, particularly in cooperatives, the perspectives of all the people around it [10].

1.7.7 Business Acumen. A critical piece of cooperative leadership relates to business acumen. It's not necessarily about being a major business owner and almost any kind of business experience, from farming to running a non-profit to owning retail or any other kind of business, counts. Rather, the acumen is a certain kind of entrepreneurial spirit, a desire to create something new that meets a need. When a cooperative leader has some business background, it builds their personal credibility; community members may then have a higher level of trust in the cooperative idea [10].

1.7.8 Quiet Leadership. Cooperative leadership is often quieter than other kinds of leadership. They're often the quiet ones who are in the background, they've seen the work, they're not there for the ego, and cooperatives are not the best ones for ego leaders. The personal characteristics related to a quieter style of leadership are calmness, thoughtfulness, and empathy. There is charisma and ambition and energy, but it's dedicated to the project, rather than personal gain. There is a sense that cooperative leadership goes against our cultural norms and understanding of leadership, of a person standing at the front of the room, driving others to their will. In fact, coop developers watch out for groups where one person is dominating the decision-making and the ideas [10].

1.7.9 Project over Politics. Coop leaders come from all directions of the classic political spectrum, from left to right. Cooperatives are never a right wing solution or a left wing solution, it's an up solution. There isn't a direct connection between cooperatives and any particular political party. Coop leaders prioritize project over politics. That said, coop leaders know community dynamics and barriers, and address them. The coop just wants to work behind the scenes and just want to make it happen in the community [10].

1.7.10 Social Awareness. A coop leader is often highly socially aware of larger societal issues of poverty, injustice, or inequality. Often, cooperatives grow in an underserved community or potentially a marginalized community in some way whether the coop serves a city neighborhood, or in a rural, remote, or aboriginal community, a coop may have a connection to larger issues of fairness, equity, and balance. Yet, coop developers urge caution that too much idealism can derail a coop. As a business enterprise, a coop must be built with an eye to practicality, level-headed business practices, and pragmatism. Those characteristics inspire confidence and investment, which is critical [10].

1.7.11 Controlled Energy. A cooperative can take a long time to move from idea to incorporation, and from incorporation to launch, and from launch to sustainable success. A coop leader requires a deep well of strength, energy, to be able to commit to a project from concept to operation. Clear targets, celebrating milestones, making decisions and moving a project forward are all part of the controlled energy required by coop leaders. Confidence, self-motivation, independence, persistence, patience, and adaptability are all part of that sense of controlled energy [10].

1.7.12 Human Resource Management (HRM). Human resources development is an important component for the success of any organization. Human resource management plays a crucial role in the implementation of strategic management in cooperatives. It has, however, not been accorded the importance it deserves in the cooperative institutions. The existing organizational design of most of the cooperatives does not conform to the basic principles of human resources management of a sound institution. The cooperatives are generally headed by a committee of elected members, who are not necessarily professionals. The cooperatives will have to evolve sound personnel policies encompassing proper manpower planning and assessment. It is necessary to evolve scientific staffing norms [39].

There should also be a conscious policy for developing the second line of management in all key functional areas. Conscious and well specified HRD principles in crucial areas like recruitment, placement, training, career progression, managerial grooming, etc., are lacking in most of the cooperatives. There was no evidence of an objective system involving

professional guidance for recruitment in cooperatives in several states. Furthermore, cooperative is one of the sectors, which renders services to the poor people and uplifts the socio-economic status of members. A cooperative organization is an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned and democratically controlled enterprise. Since its inception of the movement, there is need for creating awareness and acceptance of human resource development to achieve the organizational goals and objectives. The cooperatives are considered to be one of the strong instruments to involve the available human resources as well as explore the potentials for employment generation. HRD activities in cooperatives will need to be much more systematically organized with a long range perspective. Moreover, cooperatives must realize that enlightened members, competent office bearers and employees are their own need and no one from outside may be expected to support activities to build such human resources for them. A highly competent motivated team of employees and office bearers and enlightened and empowered members should be the mission of the HRD policies in cooperatives [39].

1.7.13 Members of Cooperatives. A member of a cooperative is an owner of that coop. Generally, they become a coop owner (member) when they economically contribute capital through the purchase of a share of the coop. By becoming a member, an individual receives decision making rights in the coop. The level of decision making rights for member-owners often depends on the size and type of coop. But in every form of coop, at minimum, the members elect the coop's board of directors. In addition, members of coops must own that coop equally, meaning all members may only have one share and one vote in decision making processes [12].

1.7.14 Structure. Cooperative businesses are owned by their stakeholders who have a say in crucial decisions, from electing board members to deciding which products to stock on their shelves. Worker-owned cooperatives are workplace democracies where employees have equity and a voice. Consumer cooperatives are owned by their shoppers, who may also work hours in exchange for deep discounts. Producer cooperatives are collaborative ventures by independent entrepreneurs. A business can also be a solidarity coop, owned by multiple types of stakeholders such as workers and consumers and credit cooperatives are more involved into lending and savings mobilization. The members and co-owners of a cooperative business work together to make large and small decisions about the mechanics and direction of running the organization. This collaboration is an advantage because multiple minds can weigh in with diverse perspectives, forcing the organization to consider issues from a variety of perspectives and ask questions that may not have been addressed in a narrower conversation. However, collective decision making can be cumbersome and slow, and member-owners with a disproportionate amount of knowledge and experience don't always get a say that reflects the extra value of their opinions. In addition, the cooperative decision-making process can be disadvantageous when a business is faced with decisions that must be made quickly, such as seizing opportunities or responding to threats. Cooperative businesses can be financed in part by their members, whose buy-in equity can go towards working capital and expansion. This approach to financing is an advantage when members are buying in and making contributions, but it can be a disadvantage when member-owners leave and the business has to pay back their investments. Cooperative businesses can manage this risk by creating terms that avoid sudden cash flow drains, such as a worker cooperative designating in its bylaws that exiting members will be reimbursed over a period of five years. Cooperative businesses also face challenges with regard to financing because many traditional lending institutions don't understand the cooperative structure and may be reluctant to grant loans when these sums will not be guaranteed by individual business owners [17].

1.7.15 System, Policies and Procedures. System, policies and procedures give direction to plans. They are a road map management can follow to reach goals and attain objectives. Well written policies serve several purposes. First they provide a legal paper trail for the cooperative and mitigate legal liability on some issues. They help the board of directors determine how to deal with re-occurring situations within the cooperative and provide valuable internal controls. Furthermore, without policies the cooperative cannot achieve the goals set forth by the board and the members. Well written policy facilitates delegation of authority to the lowest feasible level in the cooperative. Written policy statements must be a major ingredient of each cooperative's planning activity. These policies should reflect the cooperative's basic philosophy and serve as guidelines for actions the cooperative takes to attain its established objectives. Before determining policy, objectives must be defined. Objectives should be clearly stated in writing so that policies can be consistent. A cooperative might declare itself in a written objective to be a nonprofit, member-owned, and member-controlled enterprise established to provide marketing services and products to improve the economic condition of its members.

Polymaking becomes the means for achieving this objective. Policy Responsibility It is the duty and responsibility of the board to originate and approve broad and general policy. The directors should approve specific operating policies recommended by management. In a developing cooperative, the directors may have the responsibility to all make policy decisions that affect the well-being of the cooperative. Policy should deal with a recognized need. It is the result of careful thought and research; deals with practical and specific matters: does not conflict with other cooperative policies: deals with recurring situations: clearly indicates the conditions, to whom, and to what extent it applies; specifies who is responsible for applying it; and must be concise, legal, and not in conflict with the cooperative's articles of incorporation

and bylaws. Policies are not all of equal importance. Some policies are of such significance they determine the character of the business. Others are limited in scope and could be changed or eliminated without effect. Compare the significance of these two policies. Some fundamental policy, such as a requirement to return margins to members on a patronage basis will usually be placed in a cooperative's bylaws. However, separate written policies adopted by the board and placed in a policy handbook, are more appropriate than a bylaw for handling most issues. Board policies require less formality for adoption. They can be changed easier if unanticipated problems occur. This avoids long, complicated bylaws that mix essential rules critical to a cooperative's success with simply desirable business practices. Policy covers broad or basic area of operations and is two generally long-term commitments established by the board. Procedures implement policy. They cover routine processes established by operations supervisors based on policy and may be changed on short notice. Policymaking groups must resist making detailed rules or writing procedure [27].

1.7.16 Credit Cooperative. A credit cooperative is one that promotes and undertakes savings and lending services among its members. It generates a common pool of funds in order to provide financial assistance and other related financial services to its members for productive and provident purposes [11]. The term credit came from the Latin word credere which means to believe and to allow one party to provide resources to another by returning or repaying those resources at a later date. While cooperative is an autonomous and duly registered association of persons, with a common bond of interest, who have voluntarily joined to achieve their social, economic, and cultural needs and aspirations by making equitable contributions to the capital required, patronizing their products and services and accepting a fair share of the risks and benefits of the undertaking in accordance with universally accepted cooperative principles. On the other hand, credit cooperative is a financial organization owned and operated by its members [11].

1.7.17 Management System. Credit Cooperative Society software is a system use to manage membership of All Members. It provides way you to keep your Bank member data in a systematic way in digital form which can be easily accessible due to centralized database. It helps to communicate with their member conveniently about their Membership and about the plan which credit cooperative society is going to offer to their member. In this system you can easily maintain data related to member like add member, edit and delete member, add new bank Account, Member Details, Take a Loan, Fixed Deposit Account and others. This system not only helps to manage member but also help to manage bank details and account information relate to account member. User will also know the current status of their account type and account information. Employee also helps easily to handle user account which is going to use this system. Manager can add, edit and delete user and also assign rights to them to access the system application. In this system you can assign a person for account handling according their need. The System Automatically Send SMS to user on Successful payment of fees or any successful transaction in accounts. Manager can also send SMS to all Members about any Notice or plans going to introduce in credit cooperative society software [14].

Moreover, according to [24] that credit cooperative highlights the development dimension related to sustainability, the importance of the democratic control in the strategy related to cooperative capital, the external communication and the public policies as well as the development of the inter-cooperation between cooperatives.

1.7.18 Moderator Variable. Socio-Demographic Profile entails that gender equality in cooperatives are contributing towards gender equality, by expanding women's opportunities to participate in local economies and societies in many parts of the world. In credit cooperatives, most members are women, e.g. in Japan, women constitute of 95 per cent of membership and have gained a place in the governance structure of their cooperatives. Women are also showing a strong presence in other type of cooperatives. In the Spanish Confederation of Worker Cooperatives (COCETA), 49 percent of members are women, with 39 percent having directorial positions, compared with 6 percent in non-worker owned enterprises. In Italy, 95 percent of members in the workers cooperatives in the fashion industry are women [14].

According to Scholl (2008) that the credit cooperatives demonstrate the advantage of being community- based businesses, where a relatively small amount of investment from a large number of people can create a sizable base of funds from which to leverage larger amounts of capital. The shared investments demonstrate member-owner commitment to the credit cooperatives. Furthermore, credit cooperative influences others in the society and other social group. It also shows consistency of behavior in other areas as well and that it may bring social changes in the credit cooperative in general that would be beneficial in its overall performance status.

In East Africa, women's participation in cooperatives is rising. In the credit cooperative sector, data from Tanzania indicates that women's membership has more than quadrupled since 2005, bringing women's share to 43 percent. In Uganda, women's participation in credit cooperatives is increasing faster than men's. Women's presence on financial cooperative boards in East Africa ranges from 24 percent in Kenya to 65 percent in Tanzania. In the occupied Palestinian territory, despite a history of low women's participation, the Union of Cooperative Associations for Savings and Credit now has majority women members. Women also form their own cooperatives, for example the agro-tourism women's cooperative to Kastri in Greece, and the Benkadi women's cooperative in Mali, formed in response to difficulties in getting good prices on their produce and access to capital. In India, women's cooperatives offer self-employment opportunities

that can contribute to women's social inclusion and empowerment, and in the Arab states, they expand women's access to economic opportunities and public life. Women have been empowered to take up leadership roles, set up their own management committees and organize welfare activities through cooperatives in both Tanzania and Sri Lanka. Challenges do exist nonetheless: women tend to be marginally represented in traditional cash/export crop-related cooperatives e.g. coffee, cocoa, cotton, tobacco, in which crop ownership is mostly male. Women are more numerous and rising in subsectors such as fruits, spices, cereals and dairy, where land ownership is less critical and capital requirements lower. In larger financial cooperatives women tend to be in minority, while in smaller saving and credit cooperatives with microfinance schemes, such as Bangladesh or Philippines, women are more likely to be in majority. Occupational gender division of labor naturally reflects itself in cooperatives providing services to workers in these sectors. For instance women are likely to be in majority in service cooperatives for its members, while majority of the members of cooperatives serving transport workers are men. Women's cooperatives in general tend to be smaller in capital, membership and volume of business and less well-connected to cooperative movements and support structures. Gender inequalities in literacy levels, skills, land ownership, and access to credit and information can also limit women's engagement in cooperatives. However, people in larger cooperatives and employed in older institutions have ownership structure and become member in order to meet their social needs, such as employment, equity and social inclusion, has significant consequences for the ways by which worker cooperatives are governed and for who benefits from their activities [10].

1.7.19 Quality Education and Lifelong Learning. Cooperatives support access to quality education and life-long learning opportunities by providing the means for financing education; supporting teachers and schools; establishing their own schools to provide quality education to both youth and adults; and by serving as centers for lifelong learning. Cooperatives play a significant role in facilitating access to education by increasing household incomes, which translates into the ability to meet educational costs. Cooperatives can also be a direct source of educational finance: In Kenya, for example, the main type of back office loan offered by most cooperatives is for paying school fees, and this trend has been documented similarly in other African countries such as Ghana, Nigeria, Cape Verde, and Uganda. Where local governments have been unable to provide school infrastructure, cooperatives have often filled the gap to build and support local schools. In Ghana and Ethiopia, rebates from fair trade have been used by credit cooperatives to finance social projects, including construction of classrooms and improving infrastructure in primary schools. Support in other cases has included developing financial skills of youth and encouraging saving habits, scholarships to members' children to attend school and higher education, organizing educational competitions, funding equipment and stationery, and maintaining libraries [10].

Cooperatives are increasingly getting involved in direct provision of quality education by setting up their own schools, enabling students to access secondary education in remote areas of Tanzania, for example. In the UK, the Manchester-based Cooperative College has established democratically driven cooperative trust schools, with a strong commitment to social justice and moral purpose. Lifelong learning is provided to members through skills training and knowledge development by many cooperatives, as well as literacy and numeracy for never-schooled members. Health Cooperatives ensure healthy lives by creating the infrastructure for delivering healthcare services; financing healthcare and providing home-based healthcare services to people living with HIV or AIDS, among others. Healthcare cooperatives include workers cooperatives that provide health services, patient or community cooperatives that are user-owned, and hybrid multi-stakeholder cooperatives. They can provide anything from homecare to full-scale hospitals. The International Health Cooperative Alliance estimates that there are more than 100 million households worldwide that are served by health cooperatives.¹⁰ Across Canada there are more than 100 healthcare cooperatives providing mainly home care to more than a million people spanning its eight provinces. A Credit Cooperative in Colombia is promoting healthcare, and the second largest national employer serving 25 percent of the population [10].

1.7.20 Employment Creation, Livelihoods and Equitable Growth. Cooperatives play a significant role in employment creation and income generation. More than 100 million jobs existing in cooperatives globally is cited by the ILO and ICA. Together with small and medium-sized enterprises, cooperatives are the most significant sources of new employment. While global data on cooperatives' contributions to creating employment needs improvement, available country evidence is quite compelling. Recent evidence has found that employment in employee-owned enterprises is less likely to be negatively affected by cyclical downturns and that these enterprises had greater levels of employment continuity over the recent economic downturn. A UK study found that employee-owned businesses were more likely to adopt longer-term horizons when investing in their business, invested more in human capital, and had a stronger focus on organic growth. A recent UNRISD study examined four case studies that showed that enterprises organized and behaved according to cooperative principles by which democratic control goes together with joint ownership have weathered the brunt of the crisis, and are even increasing employment and restructuring [10].

Moreover, demographic profile of members of credit cooperatives includes all the measurements necessary to statistically describe the end user base in a given market. Parameter such as industry where the members are currently

connected is critical for the success of the credit cooperative. The notion that cooperative ideal is based on the ability to work together and trust others, other member also believe that people could be trusted. It helps the cooperatives to understand them in order to decide exactly their product and services mixes will include but this information will also affect its pricing and placement rendered by the cooperative [31]. However, optimistic members are more dominant in the credit cooperatives than of pessimistic ones that influences in the development policy as to the functioning satisfactorily of its management system in order to attain its objectives for the welfare of its member [26]. However, in view of the need to shift emphasis to profit efficiency for long runs sustainability of credit cooperatives, new management skills would be required. In this regard, the training of the personnel and members of the credit cooperatives, including women is in order. It is worth emphasizing the role of women as employees and members of credit cooperatives since they create a significant impact on the performance of the organization. The most essential in terms of equal partnership within the credit cooperative system is the involvement of women, not just as beneficiaries of the lending programs, but more important as partners in all aspects of decision making at all levels from policy making to program planning down to implementation and evaluation process to better appreciate their roles and contribution to the credit cooperative system. However, at present Cooperative Development Authority (CDA) still lacks in the capability building of the members and officers of the credit cooperatives as far as financial and non-financial aspects are concerned.

1.7.21 Issues on Credit Cooperative Performance. Failures in credit cooperatives was very common nowadays most especially in the cases wherein poor performance of the credit cooperatives are not addressed by the so called mitigating factors. By assessing the overall performance of a credit cooperative on the different aspects, it helps in identifying the problems that needs to be addressed so to come up with an action plan in order to enhance and develop the overall operations the cooperatives that has something to do with the financial and non-financial aspects.

Nonetheless, benchmarking may also measure the credit cooperative performance as to its productivity in its various aspects comparing it to the present and actual performance of their credit cooperative then evaluation shall be done to allow the credit cooperative management and officers to develop plans on how to make further improvements or adapt specific best practices, usually with the aim of increasing some aspects of performance [5].

By conducting the literature review through different articles and journals, the researcher was able to discover new insight and expanded his knowledge and thoughts on the matter being studied. It also helps him contextualize the variable and its indicators. In addition, the researcher was able to find the validated instruments that will measure the cooperative performance of the credit cooperatives in region XII that was very significant in the conduct and accomplishment of this study.

II. Method

This chapter contains the discussion of the research design, place of the study, participants, instruments, data collection, data analysis, sequence, emphasis, and mixing procedures, figure of procedures, anticipated methodological issues, trustworthiness of the study, validity issues, and ethical considerations.

2.1 Research Design

In order to provide more evidence, mixed method was used in this study. [13] describes that mixed methods involves philosophical assumptions, the use of qualitative and quantitative approaches, and the mixing of both approaches in a study. Mixed methods design comprises four (4) types of designs which were the sequential explanantory, sequential exploratory, triangulation and embedded designs [13]. In this study convergent parallel was used.

According to [13] convergent parallel mixed methods is a procedure wherein the researcher will converge and merge quantitative data and qualitative data in order to provide a comprehensive analysis of the research problem. In this design, the researcher collected both quantitative and qualitative data at the same time and then integrates the information in the interpretation of the overall results. In this design, the survey data from questionnaires and interview data was collected at the same time and the results was combined. Moreover, the researcher tried to merge the two data sets, typically by bringing the separate results together in the interpretation of by transforming data to facilitate integration of the two data types in the analysis and interpretation as showed in Figure 2. Furthermore, the research design for quantitative and qualitative phase was explained in details below.

In the quantitative phase of this study, the quantitative data were collected and analyzed using descriptive-comparative design. They were used to compare the perspectives of the members of the credit cooperatives as regards to their demographic profile and psychographic characteristics towards its performance as far as leadership, human resource management, members, structure and systems and mechanisms are concerned. An adapted questionnaire was used to gather the data using survey method. Data generated from the quantitative study served as the basis in developing guide questions to generate qualitative data.

In the qualitative phase, the study employs phenomenology. As explained by [13], phenomenology is an approach to qualitative research that focuses on the commonality of a lived experience within a particular group or may individuals. The fundamental goal of the approach is to arrive at a description of the nature of the particular phenomenon [13]. Typically, interviews were conducted with a group of individuals who have first-hand knowledge of an event, situation or experience. The interview attempts to answer two broad questions: What have you experienced in terms of the phenomenon? What contexts or situation have typically influenced your experiences of the phenomenon [13]. Other forms of data such as documents, observations and art were also used. The data was then read and reread and culled for like phrases and themes that are then grouped to form clusters of meaning [13]. Through this process the researcher constructed the universal meaning of the event, situation or experience and arrives at a more profound understanding of the phenomenon. It was fitted in this study since this research attempts to describe the lived experiences of the credit cooperative members in Region XII as regard the performance of their credit cooperatives.



Fig. 2 convergent parallel design

2.2 Place of the Study

The study was conducted in Region XII particularly in the ten credit cooperatives operating either in municipalities or cities of the said region. It is one of the regions in the Philippines located in central Mindanao. It has an acronym of SOCCSKSARGEN which stands for South Cotabato, Cotabato, Sultan Kudarat, Sarangani, and General Santos City. It is highly diversified and considered as one of the major food baskets in the country [7]. It supplies the country with rice, corn, and other essential products and a key producer of natural rubber, palm oil, coconut products, and others.

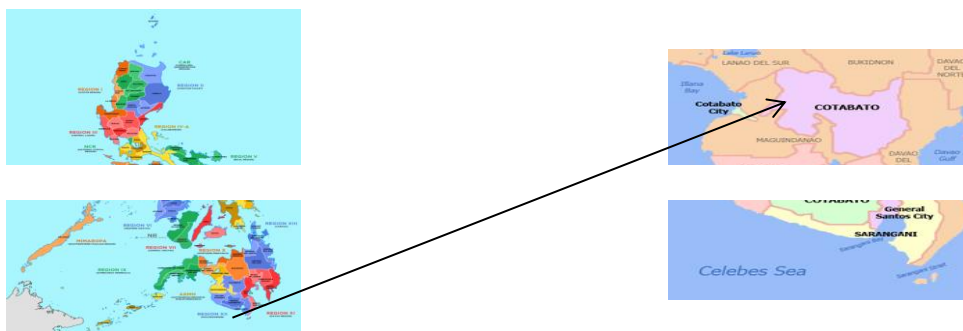


Fig. 3 map of the philippines and region XII

2.3 Participants

This section discussed the participants in quantitative and qualitative phases of the study. Their participation was important in generating the essential data to achieve the purpose of this study.

2.3.1 Quantitative Phase

In the quantitative phase of the study, the participants were 400 regular members of credit cooperatives in Region XII. These members are coming from different credit cooperatives that are registered with the Cooperative Development Authority (CDA). They were chosen using purposive sampling. This method is a sampling technique in which researcher relies on his personal judgment when choosing members of population to participate in the study. To attain homogeneity, the following criteria were set: must be a Filipino citizen, currently a regular member of a credit cooperative in Region XII.

2.3.2 Qualitative Phase

In the qualitative phase, a total of 10 key informants and 6 to 7 for the in-depth interview and focus group discussion respectively through the use of purposive sampling which came from the 400 respondents of the first phase.

2.4 Research Instruments

This section discussed the instruments that were used in gathering the necessary quantitative and qualitative data for this study.

2.4.1 Quantitative Phase

In order to generate the quantitative data, the researcher used a set of survey questionnaires. Part 1 focuses on the demographic profile and psychographic characteristics of the respondents. Part II on the performance status of the credit cooperatives as assessed by its members. This tool was subjected to content validity of five experts. The 5-point Likert scale was used in describing the performance status of the credit cooperatives in Region XII as to its leadership with twenty three items, human resource management with twelve items, members with ten items, and structure with four items, system and mechanisms aspects with six items.

2.5 Cooperative Performance. The questionnaire was adapted and adjusted Adopted from Jacqueline De Leon (2013). In the instrument, the author cited three (3) aspects, however the researcher only adapted the number one (1) aspect which was the organizational aspect where it involves indicators fitted to the variable of this study which was the cooperative performance. The ratings are described as follows:

Range of Means	Description	Interpretation
4.20 - 5.00	Very High	The credit cooperative practices are always evident
3.40 - 4.19	High	The credit cooperative practices are oftentimes evident
2.60 - 3.39	Moderate	The credit cooperative practices are sometimes evident
1.80 - 2.59	Low	The credit cooperative practices are rarely evident
1.00 - 1.79	Very Low	The credit cooperative practices are not evident

2.5.1 Qualitative Phase

In the qualitative phase of the study, the researcher used interview guide to obtain data from the participants. This comprises guide questions and probing questions. This aims to determine the views and perspectives of the members of the credit cooperatives as to the performance status of their credit cooperatives. The guide questions will be subjected for content validity of five experts to obtain its reliability.

2.6 Validity of the Instruments

In addressing the issue of validity in this mixed method research, it was based on the Habermas' critical theory. Habermas suggest that "there are three validity claims, namely, objective, subjective, and normative, which correspond to the three realities" [16]. The objective claim was associated with the perspective of the third person, a statement about facts, and its relationships. Subjective claim on the other hand was a first person perspective, an expression about beliefs, opinion, or personal feeling. Finally, normative claim was associated with a second person perspective; it was about the social world, its norms and values [17]. The questionnaires were used in this study was undergone content validity of five experts before it was utilized for data gathering. The procedure was vital in assessing the validity of the contents. This was also provided a venue to improve the questionnaire.

2.6.1 Quantitative Phase

The set of questions was composed of the socio-demographic profile, psychographic characteristics and the cooperative performance questionnaire in the first phase of data collection. Questionnaire on the cooperative performance was adopted from Jacqueline [15]. Since Cronbach alpha was not mentioned by the authors, this set of questions were subject for reliability test of 30 members of credit cooperatives outside Region XII.

2.6.2 Qualitative Phase

The guide questions that were used in the conduct of in-depth interview and FGD were developed after analyzing the quantitative data. This was undergone content validity of five experts.

2.7 Data Collection Procedure

In this study, the collection of both quantitative and qualitative data was done at the same time. In the collection of the necessary data, the researcher used the basic processes. Letters requesting to conduct research was sent to the managers

or chairpersons of the credit cooperatives in Region XII. After obtaining approval, the researcher communicated the participants and requested for their available dates of data gathering. During data collection, the researcher made sure that the work of the participants will not be disturbed.

2.7.1 Quantitative Phase

In the quantitative aspect of this study, the survey questionnaire was administered personally by the researcher in their respective places in Region XII. An informed consent was first secured from the participants and any questions and/or clarifications pertaining to the administration of the survey questionnaires were entertained. The data gathered was collected personally for analysis.

2.7.2 Qualitative Phase

In this aspect of the study, an in-depth interview and focus group discussion was done to the prospective participants of the study. Each participant was invited to a convenient place where the interviewer and interviewee can focus. During the interview, the researcher explained first the purpose of the study. Discussions will be recorded using an android phone as audio recorder.

The FGD was conducted in one of the hotels function hall in Kabacan, North Cotabato. Participants were asked of their common time to meet together. The researcher himself administered the FGD since he is already proficient of handling the activity. Rationale and procedures was first explained and situation behind of the frame of mind follows. Discussions were recorded using an android phone as audio recorder. After which, it will be transcribed and interpreted.

The analysis of both quantitative and qualitative data was used for the interpretation, conclusion and recommendation of the study.

2.8 Data Analysis

This section presents the process in analyzing the data generated from the quantitative and qualitative phases of the study having the convergent parallel mixed method research design. The data collected from quantitative and qualitative phase was analyzed separately. The analysis of data was done following the specific research questions of the study and the results gathered was also integrated during the interpretation of the overall results.

2.8.1 Quantitative Phase

In the quantitative phase of the study, a descriptive-comparative design using statistical tools was employed to analyze the data. In particular, the performance status of credit cooperatives was analyzed using descriptive statistics such as mean, standard deviation, T-test and ANOVA. The Statistical Package for the Social Sciences (SPSS) was used in this study to come up with speedy and precise results.

2.8.2 Qualitative Phase

After collecting the data through in-depth interview and FGD in the qualitative component of the study, it was transcribed by an accredited transcriber of University of the Immaculate Conception (UIC). The interview data was translated in English if the data is not in English language. The steps that were followed in qualitative data analysis are: first, horizontalizing or listing all relevant expressions; second, coding to transform the data into a form suitable for computer-aided analysis; third, thematic analysis to create core themes; fourth, build sequence of events; fifth, search data to answer research questions; and sixth, synthesizing the texture and structure into an expression.

2.9 Sequence, Emphasis, and Mixing Procedures

Mixed Method was necessary for this study to capture the deeper assessment and understanding of the members in the performance status of their credit cooperative. [13] cited by [23] define mixed method as a "procedure for collecting, analyzing, and mixing or integrating both quantitative and qualitative data at some stage of the research process within a single study for the purpose of gaining a better understanding of the research problem. Therefore in this study, the following sequence, emphasis and mixing procedures are to be observed.

2.9.1 Sequence. The study proceeds as convergent parallel mixed methods research design. Using the triangulation method, the researcher collected independently the quantitative and qualitative data from the participants as regards with the performance status of the credit cooperatives in Region XII.

2.9.2 Emphasis. There was alike importance for the qualitative and quantitative components, but the emphasis was on the quantitative phase. This is because the number of quantitative research questions was more than the number of qualitative research questions.

2.9.3 Mixing Procedure. Both qualitative and quantitative data was collected concurrently and analyzed independently. The integration of data occurs during the interpretation phase. During interpretation, the results were merged together. There was side by side comparison, discussion, and confirmation about the qualitative results and quantitative results of the variable- cooperative performance.

In this result of the study, the guide questions were confirmed distinguished or there were convergence or divergence. Either of this, results was enlightened by citing previous researches. Further, the interpretation of results was guided by the specific research questions of the study.

2.10 Figure of Procedures

The flow of convergent parallel mixed method design procedures is presented in Figure 4.

2.11 Collection of Procedure

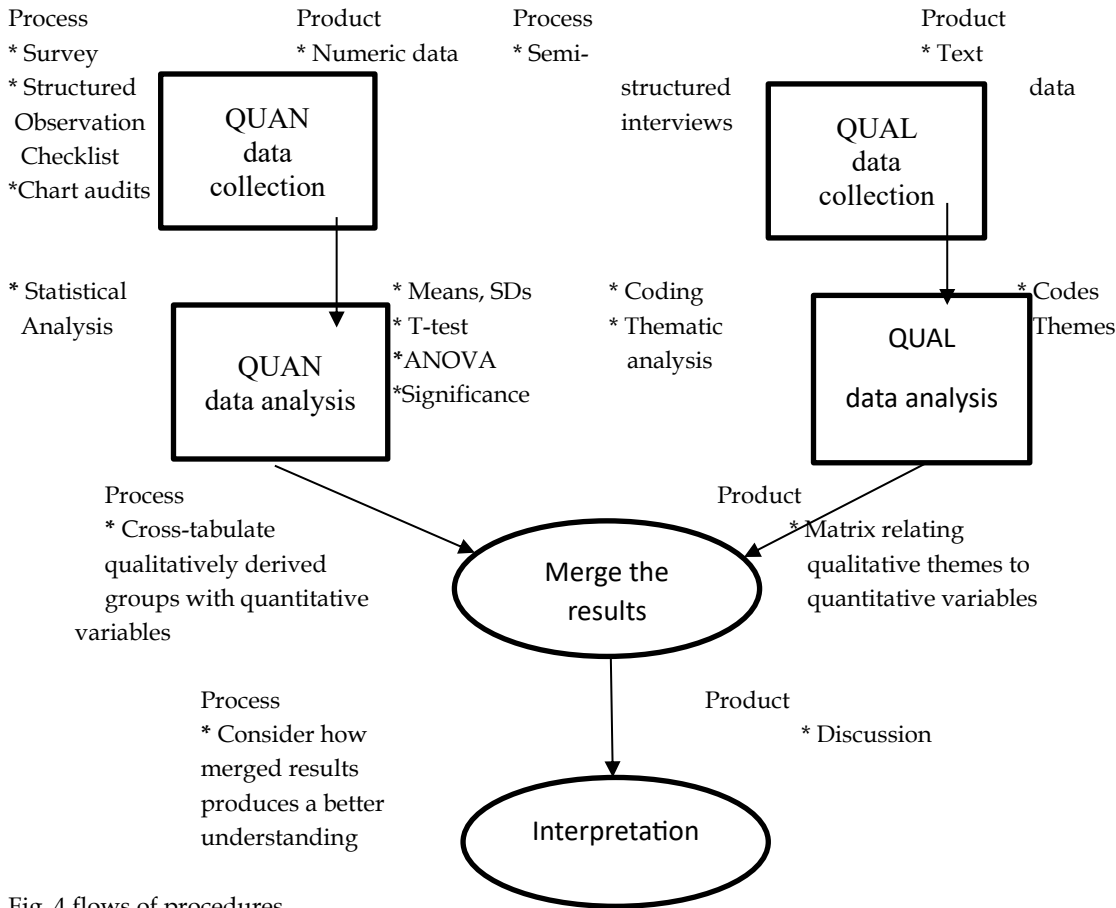


Fig. 4 flows of procedures

2.12 Methodological Issues

In the process of conducting sequential explanatory mixed method of research, there were various methodological issues that arised. [23] listed the following: first, the decision on the priority, either quantitative or qualitative or both. Second was the implementation of the data collection and analysis, third, connecting the two phases during the research process, and fourth, the integration on the two phases of the study. Specifically, these were the anticipated methodological issues:

2.12.1 Design. The decision on the specific design that was used in this study requires so much attention because time, resources, topic and other aspects need also to be considered. A wrong decision affects the entire study.

2.12.2 Time. Convergent parallel study was beneficial since it conducted synchronize to each other. Distance and location of the respondents was considered as well as their availability. There was a tendency that they were only available during weekends. On the qualitative phase, scheduling of the participants in the focus group discussion might be a problem.

2.12.3 Participants' Selection. Purposive sampling was employed in this study. The members of the credit cooperatives and the difficulty of gathering them together might be a potential problem. Participants' busy schedule between studies and work could preclude them from giving quality time for this study.

2.12.4 Resources. Financial resources were considered in a mixed method study. It was more expensive to collect quantitative and qualitative data since credit cooperatives in region XII are far from each other. Aside from that, more people were involved in the study that the researcher wishes to give incentives. Although the researcher is a businessman of a backyard piggery and an AgriVet supply, the earnings are not enough to support the expected expenses aside the fluctuating prices of the said products in the market.

2.13 Trustworthiness of the Study

The aim of trustworthiness in a qualitative inquiry was to support the assertion that the study's findings are worth paying attention to. As such, I sought refuge in framework for assessing the truthfulness of a qualitative report using the four criteria of trustworthiness that demand attention; credibility, transferability, dependability and confirmability. Careful analysis and validation of data gathered were done since the study necessitated a number of content analysis that ensured authenticity. Primarily the data gathering and analyses of cases covered a period of five months.

2.13.1 Credibility. In this multiple case study justified findings on the perspective of the stakeholders in the area of corporate social responsibility among SMEs and proved that they are faithful descriptions of the said phenomena by the participants. This was guaranteed through the utilization of triangulation, peer review of debriefing and consensual validation. I utilized the strategy on disconfirming evidence [13] where themes that emerged in within-case analysis were compared across cases. If a theme did not hold true across cases, it would generally be considered unreliable. Nonetheless, putting emphasis on [13] earlier work on direct interpretation, he emphasized the necessity to look at a single instance and dig up meaning from it without the need of probing for multiple instances. In this manner, I still included incidents specific to a single case because such may prove to be a significant contribution to fully understand the phenomenon.

2.13.2 Transferability. It was answered by employing the procedure on "rich, thick description" which necessitated me to provide a detail description of the perspective of the participants in relation to the setting of the study. With this, I hope my readers will be able to transfer information to other settings and allow them to determine whether findings can be transferred because of shared characteristics.

2.13.3 Dependability. It was measured by the quality of the integrated processes of data collection, data analysis and theory generation. While dependability is equivalent to the traditional quantitative notion of reliability measured through obtaining the same or similar results in a similar test, dependability in this qualitative study rather focuses on the need to describe not only the reproducibility of the study, but also took in to account the evolving nature of qualitative settings and interviews.

2.13.4 Confirmability. Concretized my utmost concern towards objectivity in this multiple case study. I took the necessary steps to help ensure that the work's findings are the result of the experiences and perceptions of the informants, rather than my characteristics and preferences. The role of triangulation in promoting such confirmability is again herein emphasized to reduce the effect of investigator bias. Furthermore, my own predispositions underpinning decisions that were made and methods adopted were acknowledged within the research report. This included the reasons for favoring one approach when others could have been taken and weaknesses in the techniques actually employed were admitted. Thus, there shall be a reflective commentary that embodied the content in relation to these areas.

2.14 Ethical Considerations

In line with the ethical standards in every research, this convergent parallel mixed method study was abided the fundamental elements and basic principles excerpted from the 1979 Belmont Report. To ensure that respondents are protected in this study, it was submitted to the University of Immaculate Conception Research Ethics Committee (UIC-REC) for full board review on the ethical aspects of the investigation. A strict adherence to the principles of respect for persons, beneficence and justice were considered. Specifically, this study was abide the 10 dimensions of research ethics that include social value, informed consent, vulnerability issues, risk-benefit ratio, privacy and confidentiality of information, justice, transparency, qualification of the researchers, adequacy of facilities and community involvement.

2.14.1 Social Value. The precise and updated description of the social problem was carefully analyzed in this study to come up with a valuable solution to the problem. The determination on how the status of performance of the credit cooperatives as well as the perspective of the members was beneficial to the society of cooperatives with the same problem to come up with a possible action plan. The researcher hopes to produce a study that was relevant not only to the participants but the society as a whole. However, all associates members of credit cooperatives were no longer part of this study.

2.14.2 Informed Consent. In respecting the human participants of the study, the researcher was ensured that an informed consent was secured. The members of the credit cooperatives who represented as participants were the source of information for this mixed method research. They were informed of the purpose of the study, their participation was voluntary, and that they can withdraw anytime they want especially when conflict of interest or discomfort will arise. The researcher did also ensure that the welfare of the respondents and participants was given highest priority during the course of the study. Queries or doubts from the participants was given due attention. Finally, the researcher was requested the participants to affix their respective signatures in the informed consent form to show that they understand the process and agree to participate in the study.

2.14.3 Vulnerability Issues. It was assured in this study the participants were treated with utmost respect since they were imparted important and useful information. Furthermore, no person or groups was exposed to vulnerable issues. In determining the performance status of the credit cooperatives as assessed by their members, the researcher used questionnaires that undergone a careful preparation in order that any degrading, discriminating or unacceptable language

that can be offensive to any of them will be avoided. Moreover, vulnerable participants such as pregnant, senior citizens and persons with disabilities are still welcome to participate voluntarily in order to avoid discrimination in this study however they were treated with utmost care and safety precautions was afforded such as providing comfortable seats and convenient room. Nevertheless, any participant was allowed to withdraw anytime of their participation when they feel uncomfortable while answering the survey questionnaire or while the interview is going on.

2.14.4 Risks-Benefit Ratio. In the course of the study, a possibility of harm might occur. To minimize this, the researcher ensured that no participants shall undergo activities that may lead them to any physical or psychological dangers. During the interview, FGD and IDI participants might possibly experience discomfort and if this will arise, they are allowed to take rest or they can also withdraw their participation the study. Economic risk may also be encountered by the participants during the duration of the interview, FGD and IDI, it was then the responsibility of the researcher to provide remuneration or token of appreciation if and whenever necessary. Participants were also ensured that the benefits will exceed the risk [if any] they will undergo. Furthermore, this research is expected to contribute to participants most especially those who are involved in credit cooperatives in appreciating the performance of their credit cooperatives as far as non- financial and financial aspects are concerned. Finally, this study were also be beneficial to the society in the form of new learning and valuable information that are relevant to the members, managers and chairpersons of Credit Cooperatives, Cooperative Development Authority (CDA), Provincial Cooperative Development Council (PCDC), scholars and future researchers in general. Findings may help in developing an enhancement program to the performance of the credit cooperatives.

2.14.5 Privacy and Confidentiality of Information. The privacy and confidentiality of the participants' responses was given highest respect. All information that was gathered from them was used solely for this study therefore names and other identities were revealed. The researcher was made sure to obediently abide the provisions stipulated in the Privacy Act of 2012.

2.14.6 Justice. All participants of this study was carefully chosen using a specific type of sampling design to give the members of the credit cooperatives an equal opportunity to be part of the study. Members of credit cooperatives are the right participants of this study since they are the ones who can assess and analyze the status of performance of their credit cooperatives aside from the managers, personnel and officers as to the services rendered to them and as to the accomplishments, policies, plans and amendments that were fed to them for approval during the General Assembly Meeting. They were informed about the objectives before they were involved in the process of collecting the data. Expected outcome of the study which was beneficial to both participants, members, managers and officers of the credit cooperative and the general public was made known to them from the very beginning. All of these aim to promote justice to all the participants of the study.

2.14.7 Transparency. The researcher observed transparency in the course of the study by being open to suggestions and criticisms. The feedback of the technical panel committee, ethics review committee as well as the participants were considered. The researcher were also transparent with regards to information that may have bearing on the decision of participants to give or withhold their informed consent.

2.14.8 Qualification of the Researcher. The researcher was taken all the responsibility and accountable in the entire study. It was expected that the researcher has the abilities and expertise to carry out all the rigors of the study. Through the assistance of the adviser, colleagues and readings from various books and literatures, the researcher was able to develop the necessary skills and knowledge to conduct this sequential explanatory mixed method research.

2.14.9 Adequacy of Facilities. The researcher was a General Manager of a credit cooperative in his municipality and also owns a backyard piggery business and AgriVet supplies. With this, financial resources are not a hindrance in the conduct of the study. Equipment like laptop, printer and other supplies were personally owned by the researcher and are readily available.

2.14.10 Community Involvement. This convergent parallel mixed method study was involved various groups of people who are members of credit cooperatives in Region XII. The participants who are the members of a credit cooperative came from different cultural groups, business industries and institutions. Proper protocol and seeking of approval was observed by the researcher. Likewise, the researcher disclosed information that was benefited or might affected the participants and the community as a whole. The credit cooperatives was benefited the output of this study by developing an enhancement program to further come up with an effective and efficient strategies that helped the cooperative attain its primary goals not only for the welfare of the cooperative itself but also to its members as a whole.

Finally, the researcher made sure that adherence to these ethical principles were observed in the entire process of the study.

III. Results

This chapter presents the results of the data gathered from the research conducted and the analysis of findings based on the statistical tests used in the study. In the quantitative phase, analysis and interpretation of data describing the performance status of credit cooperatives in Region XII as regard to its leadership, human resources management, members, structure, system and mechanism were presented to support the hypothetical information. In qualitative phase, the transcription from the Focus Group Discussion (FGD) and in-Depth Interview (IDI) were utilized to substantiate the statistical results or to give strengths to the responses of the participants in their intention to assess the performance status of their credit cooperative.

3.1 Performance Status of Credit Cooperatives in Region XII

The overall performance status of the credit cooperatives in Region XII, in terms of Leadership, Human Resource Management, Members, Structure, System and Mechanism, as evaluated by the respondents got a mean score of 4.27. This indicates that cooperative practices are always evident. Likewise, the standard deviation of the credit cooperative’s performance status is below 1.0 which is the typical standard deviation for a five point Likert scale. This denoted that there is consistency of responses and homogeneity of results (Table 1).

3.1.1 Leadership. The category mean score of leadership is 4.26 which suggests that cooperatives’ practices are always evident. Similarly, the clarity of functions, duties and responsibilities of officers in the credit cooperative is always evident (x=4.45) as well as the practice that Board of Directors conduct meetings regularly (x=4.38). On the other hand, the balance on the composition of officers and the presence of an evaluation tool in the assessment on the effectiveness of the implemented training program got the lowest means of 4.13 and 4.16 respectively, which signify that the practices are only often times evident.

3.1.2 Human Resource Management. The category mean score of human resource management is 4.22 which suggests that the practices of the credit cooperatives in Region XII are always evident. Furthermore, the cooperative’s practices on the personnel policy as approved by the Board of Directors are always evident (x=4.29) as well as its practices on the clarity of functions, duties and responsibilities of management and the regularity on the conduct of scheduled meeting are also always evident (x=4.28). On the other hand, the lowest mean score is 4.16 in which the cooperative’s practices on the conduct and application regularly of the performance gap analysis are often times evident.

3.1.3 Members. The category mean score of members is 4.29 which described that the cooperative’s practices are always evident. The cooperative’s practices on the members electing their officers were aligned as to their election code are always evident (x=4.42). The determination on services of external auditor by the general assembly is the second highest which suggests that its practices are always evident (x=4.34). However, the lowest mean score is 4.19 in which the cooperatives’ practices on the implementation of the contribution of capital subscription to all members who have not yet fully paid their authorized capital are often times evident.

3.1.4 Structure. The category mean score of structure is 4.32 which described that the cooperative’s practices are always evident. It was noted that with regards to its practice on the organizational structure as being aligned with the provision of the laws, rules and regulations and by-laws and that the clarity of its functions as clearly defined in the organizational chart are always evident (x=4.33) while its practices on the clarity on the functions, duties and responsibilities of the officers in the management chart are also always evident (x=4.27).

3.1.5 System and Mechanism. The category mean score of system and mechanism is 4.24 which described that its practices are always evident in the performance status of the credit cooperatives in Region XII. Similarly, its practices on the books of accounts that were updated described as always evident (x=4.33). Moreover, that cooperative’s practices on the compliance to the government requirements, cooperative development authority, bureau of internal revenue, department of labor and employment, social security system, pag-ibig, philhealth, local government units-business permit and social laws are also always evident (x=4.32) while its practices on the provision of retirement fund obtained the lowest mean score of 3.92 which indicates as oftentimes evident.

Table 3.1 Performance Status of Credit Cooperatives in Region XII

		Mean	SD	Description
Indicators/Statements				
Leadership				
1	Clarity of functions, duties and responsibilities of officers	4.45	.62	Very High
2	Performance of officers on their duties and responsibilities	4.34	.60	Very High
3	Performance of the oversight function by the Board of Directors as supported by a written policy	4.35	.62	Very High

4	Conduct of meetings regularly by the board and committee	4.38	.65	Very High
5	Observance of the parliamentary procedure by the cooperative officers during meetings.	4.30	.61	Very High
6	The preparation, review and endorsement of the development, strategic plan and annual plan and budget to the General Assembly for approval.	4.31	.62	Very High
7	The formulation and implementation of the performance evaluation	4.23	.66	Very High
8	Alignment of the formulated and implemented policies with the laws, rules and regulations and by-laws.	4.33	.62	Very High
9	Regularity of the review of the policies	4.24	.62	Very High
10	The formulation of the policies, laws, rules and regulation.	4.30	.63	Very High
11	Alignment on the composition of officers.	4.28	.66	Very High
12	The balance on the composition of the officers.	4.13	.77	High
13	Inclusion of continuing education for officers in the coop training program.	4.16	.74	High
14	The consideration of mandatory trainings required by Rule 7 of Implementing Rules and Regulation.	4.19	.67	High
15	Presence of an evaluation tool in the assessment on the effectiveness of the implemented training program.	4.15	.72	High
16	The inclusion of financial statement in the agenda of monthly meetings.	4.33	.67	Very High
17	The regularity on the analysis and interpretation financial Statement.	4.26	.65	Very High
18	The knowledge of the cooperative leaders in the development of strategic plan and annual budget plan	4.25	.63	Very High
19	Formulation on the succession plan policy.	4.29	.61	Very High
20	The incorporation of the succession plan in the training program.	4.19	.66	High
21	The inclusion of volunteers and future leaders in the cooperative succession plan.	4.19	.69	High
22	The provision of ethical standards for officers in the cooperative's Code of Ethics.	4.21	.63	Very High
23	The provision on conflict of interest is included in the cooperative's Code of Ethics.	4.23	.64	Very High
	Category Mean	4.26	.44	Very High
Human Resources Management				
1	Clarity of functions, duties and responsibilities of management.	4.28	.60	Very High
2	The regularity on the conduct of scheduled meeting.	4.28	.63	Very High
3	The policy of the personnel is manualized.	4.21	.63	Very High
4	Personnel policy approved by the Board of Directors.	4.29	.59	Very High
5	Conduct of performance appraisal.	4.19	.66	High
6	Conduct and apply regularly the performance gap analysis.	4.16	.72	High
7	Well written and implemented the institutional capacity building for management.	4.19	.68	High
8	Compliance to labor laws.	4.25	.64	Very High
9	Presence of salary scaling program.	4.13	.73	High
10	The provision of recognition, incentives and benefits to employee.	4.19	.66	High
11	Inclusion of ethical standards on employees in the code of ethics.	4.21	.64	Very High
12	Adherence of ethical standards by employees.	4.22	.65	Very High
	Category Mean	4.22	.48	Very High
Members				
1	Implementation of capital build-up program.	4.29	.62	Very High

2	Observance on 10% limitation on subscribed share capital holdings.	4.23	.63	Very High
3	The implementation of the contribution subscription to all members with not yet fully paid authorized capital.	4.19	.63	High
4	Attendance of the majority members in General Assembly.	4.27	.65	Very High
5	Adoption on the process of membership consultation.	4.26	.64	Very High
6	The approval of major decisions in annual plan, budget and development plans by the General Assembly.	4.29	.63	Very High
7	Alignment of the members electing officers.	4.42	.62	Very High
8	The determination on services of external auditor by the general assembly.	4.34	.62	Very High
9	Provision of ethical standards for members in the code of ethics.	4.30	.64	Very High
10	Application of ethical standards to the members.	4.29	.65	Very High
	Category Mean	4.29	.46	Very High
Structure				
1	Alignment of the organizational structure with the provision of the laws, rules and regulations and by-laws.	4.35	.64	Very High
2	Clarity on the functions, duties and responsibilities of the officers in the organizational chart.	4.33	.63	Very High
3	Alignment of the operational structure with the provision of the laws, rules and regulations and by-laws.	4.31	.64	Very High
4	Clarity on the functions, duties and responsibilities of the officers in the management chart.	4.27	.63	Very High
	Category Mean	4.32	.56	Very High
System and Mechanism				
1	Presence of a separate books of account per business activity	4.28	.68	Very High
2	Updating the books of accounts.	4.33	.64	Very High
3	Presence of manual documents needed by the cooperative.	4.29	.68	Very High
4	The provision of manuals to users.	4.21	.70	Very High
5	Alignment of business activity of the cooperative with the objectives and purposes stated in the articles of cooperation.	4.28	.65	Very High
6	Responsiveness of business activity to the needs of the members	4.30	.66	Very High
7	Compliance to the government requirements, cooperative development authority, bureau of internal revenue, department of labor and employment, social security system, pag-ibig, philhealth, local government units- business permit and social laws.	4.32	.65	Very High
8	Funding of statutory funds (reserve fund, education and training fund, optional fund and community development fund).	4.27	.69	Very High
9	Provision of a retirement fund.	3.92	.95	High
	Category Mean	4.24	.50	Very High
	Overall Mean	4.27	.49	Very High

3.2 Test of Significance of the Difference of the Performance of Credit Cooperatives

The Analysis of Variance of the Performance of Credit Cooperatives when respondents are grouped according to demographic profile is shown in Table 2.1. Data shows that there is no significant difference in the performance of credit cooperatives as assessed by the members when they are grouped according to age, educational attainment, marital status, employment status and type of industry served as manifested by p-values which are greater than .05. This result implies that the performance rating they gave is of the same level regardless of their age, educational attainment, marital status, employment status and the type of industry they serve.

On the other hand, a significant difference exists in the performance of credit cooperatives when respondents are grouped according to cooperative affiliation and years of existence with p-values of .000 and .005, respectively, which are both lower than .05. This finding connotes that the employees of the larger cooperatives (401 and above members) have

higher performance rating as compared to those of the smaller cooperatives (52 to 100 members) as revealed by the post hoc result. As regards the age of the cooperatives, those employed in the older institutions (11 to 20 years and 30 and above) have higher performance rating as compared to those of the younger institutions (1 to 10 years old) as per post hoc result.

T-test of the performance of credit cooperatives significantly differ when respondents are grouped according to personality and lifestyle ($p < .05$). Result shows that the extrovert respondents have given a higher performance rating as compared to those with introvert personality. Also, a significant difference exists in the performance of credit cooperatives when respondents are grouped according to lifestyle ($p < .05$). The respondents with active lifestyle gave higher rating ($m = 4.28$) as compared to those with passive lifestyle ($m = 4.11$).

However, there is no significant difference in the performance of credit cooperatives when respondents are grouped according to sex and attitude with p-values which are greater than .05. This result implies that the performance rating is comparable regardless of the sex and attitude of the respondents.

Table 3.2 Significant Difference in the Performance of Credit Cooperatives when Respondents are grouped according to Demographic Profile and Psychographic Characteristics

Grouping Variable	Groups	N	Mean	t/f-value	p-value	Interpretation
Age	18-30	69	4.26	.057	.982	Not significant
	31-45	205	4.26			
	46-60	145	4.25			
	61 & above	29	4.24			
Educational Attainment	Elementary	25	4.29	1.04	.377	Not significant
	High School	58	4.32			
	College	236	4.23			
	Graduate	129	4.27			
Marital Status	Single	111	4.25	1.35	.257	Not significant
	Married	294	4.28			
	Separated/ Divorced	36	4.15			
	Widow/widower	7	4.16			
Employment Status	Employed	353	4.25	.35	.703	Not significant
	Self-Employed	90	4.28			
	OFW	5	4.38			
Type of industry served	LGU	111	4.18	2.29	.078	Not significant
	Academe	138	4.28			
	Private Organization	139	4.29			
	Farming/vending	60	4.30			
Cooperative Affiliation	52-100	203	4.17	8.63	.000	Significant 52-100 vs 401 & above
	101-200	52	4.27			
	201-400	47	4.22			
	401 & above	146	4.38			
Years of Existence	1-10	237	4.21	4.38	.005	Significant 1-10 vs 11-20 1-10 vs 30 & above
	11-20	98	4.30			
	21-30	58	4.25			
	30 & above	55	4.41			
Sex	Male	188	4.24	-.647	.342	Not significant
	Female	255	4.27			
Personality	Introvert	156	4.16	-3.99	.046	Significant
	Extrovert	292	4.31			

Lifestyle	Passive	63	4.11	-3.25	.014	Significant
	Active	385	4.28			
Attitude	Pessimistic	69	4.19	-1.59	.470	Not Significant

Both study groups answered the same set of questions. The personal interactions with the participants made the study more thorough and it enriches as to the information needed to facilitate the collection of the data needed in order to come up with concrete insights useful to converge with the quantitative phase.

The in-depth interview and focus group discussion were very interesting and stimulating. They personally shared their experiences in the cooperative as far as financial and non- financial aspects are concerned. The interview and discussions were so intense which resulted to enrich and diverse ideas and information extracted from the participants.

Table 3.3 Profile of the Participants

Assumed Name	Gender	Location	Years in the Cooperative	Position	Study Group
IDI-P#01	Male	Kabacan, Cotabato	20 Years	Member	In-Depth Interview
IDI-P#02	Female	Kabacan, Cotabato	18 Years	Member	In-Depth Interview
IDI-P#03	Female	Kidapawan City	15 Years	Member	In-Depth Interview
IDI-P#04	Female	Makilala, Cotabato	15 Years	Member	In-Depth Interview
IDI-P#05	Male	Kidapawan City	20 Years	Member	In-Depth Interview
IDI-P#06	Female	Midsayap, Cotabato	20 Years	Member	In-Depth Interview
IDI-P#07	Female	Koronadal City	10 Years	Member	In-Depth Interview
IDI-P#08	Male	Koronadal City	15 Years	Member	In-Depth Interview
IDI-P#09	Male	Kidapawan City	10 Years	Member	In-Depth Interview
IDI-P#10	Female	Midsayap, Cotabato	15 Years	Member	In-Depth Interview
FGD-P#01	Female	Kabacan, Cotabato	10 Years	Member	Focus Group Discussion
FGD-P#02	Male	Kabacan, Cotabato	15 Years	Member	Focus Group Discussion
FGD-P#03	Female	Midsayap, Cotabato	15 Years	Member	Focus Group Discussion
FGD-P#04	Male	Pigcawayan, Cotabato	15 Years	Member	Focus Group Discussion
FGD-P#05	Male	Midsayap, Cotabato	15 Years	Member	Focus Group Discussion
FGD-P#06	Female	Koronadal City	10 Years	Member	Focus Group Discussion
FGD-P#07	Male	Kidapawan City	15 Years	Member	Focus Group Discussion

3.3 Lived Experiences of the Members of Credit Cooperative Members in Region XII.

The researcher conducted an in-depth interview and focus group discussion (FGD) to determine the lived experiences of the members of credit cooperatives in Region XII. Table 3.2 shows findings of the lived experiences of the members of credit cooperatives in Region XII which was determined deeper as regard to their life changing experiences after they became part of their credit cooperative entailing the very core aspect of their lives which have seemingly acquired great impact thus, this has also reveals probing issues, core ideas, code/categories and essential themes on this study.

3.3.1 Development of Financial Management is the essential theme arises in the analysis of the data. As far as the impact of the credit cooperative to the members is concerned. *Savings Mobilization* Among members has arisen as the most changed aspect of their lives as credit cooperative members. Some of them shared their views on it:

the most important aspect in my life that most really changed is being responsible with my money because aside from the credit I also *parang* oblige myself to save for debit so every year or every month ahmm I ask the secretary to deduct atleast a portion maybe of 2000 to

3000 from my salary as my saving so one thing *talaga na nabago sa buhay ko is yung* being responsible to my finances *Yun sya. (IDI-P#01)*

The most important aspect in my life that most really changed is being responsible with my money because aside from the credit I also oblige myself to save every month, I asked the secretary to deduct atleast a portion maybe of 2,000.00 to 3,000.00 from my salary as my saving so one thing that changed my life is being responsible to my finances, that's it **(IDI-P#01)**

Actually, this is my first time *na maging miyembro nang cooperatiba. Ang pagiging member ay naappreciate and nalaman ko kung* how the cooperative works *and paano and coop mag earn nang income (IDI-P#07)*

Actually this is my first time to be a member of a cooperative. Being a member I appreciate and I learn how to save and value money, ahh from there I appreciate how our coop works how our coop earns its profit **(IDI-P#07)**

Actually member ako ng credit cooperative for quite long time na... Ang impact is especially changing my life maybe siguro in terms of the way we are going to save our income. **(IDI-P#08)**

Actually I am a member of a credit cooperative for quite long time...An impact is especially in changing my life maybe in terms of the way that we are going to save our income.**(IDI-P#08)**

The participants also shared how their credit cooperative had helped them in their times of financial constraints as to *Accessibility to Credit Facilities* is concerned.

Nung time kasi I have enrolled sa aking master's degree so nakatulong talaga ito kahit papano hanggang sa nakatapos ako that time so it is just... debt then paid later on until I finished my master's degree. So it brings a big impact in my life during I started as a member of our cooperative **(IDI-P#03)**

That time I have enrolled in my master's degree so somehow it is a big help because I was getting there until I finished my masters that time so it is just... debt then paid later on until I finished my master's degree. So it brings a big impact in my life during I started as a member of our cooperative **(IDI-P#03)**

Credit cooperative helps me a lot. Especially in my financial aspect, *pag nangailangan ka meron kang mapupuntahan at the same time meron ka ring in return after ka naka hiram doon meron ka pang saving.***(IDI-P#04)**

Credit cooperative helps me a lot. Especially in my financial aspect, when you are in need you have something to go and get a help at the same time you have also in return after you borrow there you have savings.**(IDI-P#04)**

One of the many benefits that a member can avail in the credit cooperative is what we call the *Return of Investments*. It's the interest of the shares or the dividend a member invested in the credit cooperative. Also, a member can enjoy the patronage refund out of the credit services he/she availed from the credit cooperative with religious repayments on it. The patronage refund and the dividend will be computed based on the net surplus of the credit cooperative for the operational year wherein 70% of it will be allocated for distribution as dividend and patronage refund to all the members. Some of the members also shared that out of the investment they have with the cooperative portion of the return of it was utilized to acquire farm lots.

Like we received kada taon nang dividend and patronage refund, like kung malaki yung eloloan mo sa cooperatiba at the end of the year, yearly you will receive a dividend (FGD-P#03)

Like we received every year, the dividend like if you'll going to loan for bigger money at the end of the year, yearly you will receive a dividend**(FGD-P#03)**

Ang impact sa family kay naa mi tundan kay naga farm mi... naa mi saging na ginabaligya di man pud mi kapalit ug farm kung wala mi nag loan. so usa

ka employee. Pasalamat jud kay nakatabang jud ang credit cooperative daghan siyag nabeneplisyuhan ug nag impact jud siya, nagamit jud siya as financial assistance. Isa jud siya sa financial aspects (FGD-P#06)

The impact in our family is that we have banana since we are into farming and plant products like saging that we sell. We cannot buy a farm if it's not because of the loan we availed in the coop. As an employee we are thankful that we have a credit coop and it benefited us all, it impacted my life as an employee. It's one of the financial aspects" (FGD-P#06)

The Products and Services offered by a credit cooperative has something to do with how efficient the cooperative in case of processing of loans and updating of the records. The participants shared that most of their credit cooperatives still using manual system as its manner of transactions that made the transaction and the services very slow. The participants shared their views on it:

Since 2005 up to now, marami kasing changes sa aming credit cooperative. Ahmm Before, mabilis kang maka loan, walang waiting period. If you file your loan at a week, the following week you will have your loan. However merong changes...di ganun ka bilis ang balik ang investment nila. So kung mag loloan ka kailangan mo nang magpa schedule... sa hindi na sya ganun ka yung emergency loan hindi na sya ganun ka emergency. (IDI-P#02)

Since 2005 up to now, there are so many changes that happened in our credit cooperative. Before, you can loan as soon as possible, there's no waiting period. If you file your loan at a week, the following week you will have your loan. However there's a changes... So now if you're going to loan a money, you need to book a schedule. The emergency loan is not emergency anymore. (IDI-P#02)

Ang pagka delay ng mga remittance talagang nakakaapekto sa performance ng kooperatiba kagaya ng paano sila magiging efficient sa kanilang serbisyo at papano sila makalarelease ng loan pag wala silang pondo (FGD-P#03)

The delay of remittances really affects the performance of the cooperative like how efficient they are in the services and can they release money if they don't have enough (FGD-P#03)

I ask that one, last time because I am updating something and showed them a card, a passbook... because my God it's too slow, and I text ma'am why don't you buy a computer system, but they also have a point anyway that it's too expensive... but maybe the service will be more efficient if there will be a computer. (FGD-P#01)

In line with the **member's participation in the activities of the credit cooperative**, they shared that the credit cooperative was lack in educating them with the prescribed trainings and seminars as mandated by the Cooperative Development Authority (CDA).

Wala kaming access diyan. I think it's the... the office only has access to that. Or the members of the different committees, credit committee or training committee, educational committee, parang ganun (IDI-P#05)

We don't have access to that. I think it's the... the office only has access to that. Or the members of the different committees, credit committee or training committee, educational committee, like that (IDI-P#05)

The participants were also asking regarding the alignment and clarity of the functions of the credit cooperative officers and they answered:

Ang functions ng mga opisyal nang kooperatiba ay klarong nakasulat sa polisiya ng kooperativa (FGD-P#04)

The functions of the officers are very cleared as it was stipulated in the by-laws of the cooperative" (FGD-P#04)

Sa kaso ng alignment ng organizational structure ng kooperatiba, compliant naman kami sa balaod ug regulations ng CDA (FGD-P#02)

In case of the alignment of the organizational structure of the cooperative, we are compliant with the rules and regulations with the CDA (FGD-P#02)

Also the cooperative has its manual of operations duly approved by the Board of Directors **(FGD-P#05)**

On the other hand, part of the continuous education and training program is the formulation of policies including the election guidelines and member’s course refresher of their roles and functions. The code was established due to the testimonies of the participant:

*Ang kooperatiba ay kaylangan ng election code para itoy maprotektahan laban sa mga membro na ang inuikip ay pansariling kapakanan lamang at sa aming kooperatiba meron talaga kaming na establish na election guidelines para basehan naming kung sino sino ang mga qualipikado sa elective and appointive na posisyon **(FGD-P#07)***

The cooperative need to have this election code in order to protect the cooperative from members with personal and vested interests and in our cooperative we have established election guidelines to be the basis of a the said candidate for any elective and appointive positions are qualified to the said posts **(FGD-P#07)**

They were also asked regarding the how important the total membership of the credit cooperative and it was the answered:

*Ang credit kooperatib ay hindi dapat naga after sa dami ng member,dapat doon sa mga kaledad na mga membro and nagiging matatag ang kooperatiba sa pagdaan ng panahon sa guidance ng CDA **(IDI-P#05)***

The credit cooperative should after with the quality members not with the quantity and however, the cooperative will become more established as the years go by the guidance of the CDA **(IDI-P#05)**.

Table 3.4 Lived Experiences of the Members of Credit Cooperatives in Region XII.

ISSUES PROBED	CORE IDEAS	CODE/CATEGORIES	ESSENTIAL THEMES	THEORETICAL SUPPORT
Life Changing Experiences Due to being a credit cooperative member	<ul style="list-style-type: none"> • Motivation to save money • Monetary Aspect/ Alternative source of fund • Establishment of Investment • Augmentation of Financial Needs • Direct Involvement on its Member’s Savings Organization (MSO) 	Savings Mobilization	Development of Financial Management	Cooperative Principles
	<ul style="list-style-type: none"> • Good Services of a credit cooperative • Easy Access to loans with minimal interest rates • Minimal Requirements 	Accessibility to Credit facilities		
	<ul style="list-style-type: none"> • Profit Maximization • Distribution of Dividends and Patronage refund 	Return of Investments		

<p>Products and services offered by a credit cooperative</p>	<ul style="list-style-type: none"> ● Provision of hospitalization and Mortuary Assistance ● Lesser interest rates on loans ● Loan interest is computed based on law of diminishing returns ● Dividends and Patronage ● Presence of Manual of Operations ● Easy Access to the services ● Higher interest rates on savings and time deposits 	<p>Benefits</p>	<p>Service Satisfaction</p>	<p>Credit Cooperative Society Management System</p>
	<ul style="list-style-type: none"> ● Inefficiency of loan releasing due to lack of capitalization ● Inefficiency of services processing due to lack of Computerized Accounting System (CAS) ● Delayed in the updating of Subsidiary Ledger ● Loan and Savings System are still manualized ● Customer Information System not established 	<p>New Technology Adoption</p>		<p>Credit Cooperative Society Management System</p>
	<ul style="list-style-type: none"> ● Discontinuous Capital Build-Up of the members of the credit cooperative ● Not Strengthened Savings Mobilization Program of the credit cooperative ● Capital Subscription Not Updated ● Demotivate Depositors ● Decrease Net Surplus 	<p>Failure of Internal Resource Generation</p>		<p>Absence of Software/System</p>
<p>Member's Participation in the activities of the credit cooperative</p>	<ul style="list-style-type: none"> ● Annual general Assembly Meeting ● Lack of trainings and seminars to members ● Basic Cooperative Course Seminar not conducted ● Pre-Membership Education Seminar (PMES) exists ● Absence of Education Committee Plan ● Cleared Functions of the 	<p>Education and Training</p>	<p>Societal Roles and Responsibilities</p>	<p>Contribution of Cooperatives to Sustainable Development, of 2015</p>

	<p>officers are stipulated in the by-laws</p> <ul style="list-style-type: none"> • Alignment of the Organizational structure is compliant with CDA Rules • After with Quality members not Quantity 			
	<ul style="list-style-type: none"> • Lack of Community involvement and participations • Absence of CSR Plans and Programs • Juggling of funds • Coordination with the NGOs • Allocation of Community Development Fund which is 3% of the Annual Net Surplus 	<p>CSR Advocacy</p>		

Table 3.5 shows the response of the participants in regards of the cooperative’s performance status as far as their socio-demographic and psychographic characteristics are concerned.

In the performance of the credit cooperative as regard to their Demographic Profile as factors to the success of the operations of the cooperative. The participants shared their views that educational attainment is not a factor in the contribution of the members towards the success of the credit cooperative’s performance.

Para sa akin kasi, pag mataas yung pinag aralan mo, the more you become inquisitive yung mabusisi kumbaga, the cooperative becomes chaotic. (IDI-P#01)

For me when you have a degree, the more you become inquisitive the cooperative becomes chaotic. (IDI-P#01)

No, educational attainment is not significant factor in the progress or the attainment of the cooperative because as we all know the non-professional is a better payer not in general aspect though I am a professional but I can saw the commitment. (IDI-P#04)

In terms of the **gender issues** in the cooperative it has been noted that female members dominates the general membership of the cooperative although there is gender equality in the organization. The participants were asked if a female dominated cooperative could be more successful than those male dominated ones. The following were the utterances of the participants:

Sa aking pananaw hindi kopa naexperience yun kasi sa trabaho ko ma e re relate ko talaga sya sa sa laboratory kasi female dominated kami...ang mga babae kasi ay mas organized lalo na sa mga recordings metikulo. (IDI-P#07)

In my point of view I never experience because this is my first cooperative so in my work I would relate it because in the laboratory we are female dominated because if the female handles no offense on the male the female are more organized, the records are keep track they are meticulous.(IDI-P#07)

In reality, in our society. The one who will borrow is the female because the male is ashamed to have a debt but the male have a big debt but they are not vocal about it. (IDI-P#04)

Based on the characteristics of a woman, a woman is very articulate. They will see them all. Compared to men they are contented of what they only saw, but girls are meticulous (IDI-P#01)

On the other hand, in line with the **psychographic characteristics of the members of credit cooperatives in Region XII**, being optimistic members can motivate other members to actively participate in the performance of their credit cooperatives to attain its goals and objectives. Some participants shared their views on it:

Members who are positive is really achieves the goals and objectives of a cooperative but those who doesn't have care will never be successful the cooperative but if the member is really know the direction of the cooperative know the ways to attain the goals I believe that the cooperative will be successful **(IDI-P#04)**

Because if you have a positive members you will boost to venture other business because if you have a pessimistic members if you will go to other venture they will think negative unlike positive they will just going to support you and of course patronized the product whatever the coop is offering thus the build-up of the income because the profit will increase **(IDI-P#07)**

On the other hand, when it comes to the lifestyle of the members, the code was established based on the following testimonies of the participants:

*Ang pagiging aktibo ay kay makatabang jud sa pag protekta sa koop, makasuppota kini sa membro kasi mao nay basehan. Kung wala kay salig sa imung coop dili jud na mag successful ug kana ganing apil ka sa operations and actibidades sa koop kay dako kayo na nga tabang sa pagbuhat ug biyable ug feasible nga mga plano **(FGD-P#01)***

Being active would really help and protect the coop, support it, the members especially because it's the basis, so if there's no trust in your coop it will not really become successful and to be directly involve in the operations and activities of the cooperative itself is really a huge help in coming up with a viable and feasible plan **(FGD-P#01)**

*Ang pagiging members ay nakakabenipisyo sa koopkasi alam mo kung anu ang mga nangyayari sa operations ng koop at makaka impart ka kung anu ang mabuti para sa koop **(FGD-P#02)***

Being active member would be beneficial in the part of the cooperative being aware of what is happening in the operations of the coop and could impart what's best for the cooperative **(FGD-P#02)**

Being an active member he is really engaged in the performance of the cooperative since they really need practical results **(FGD-P#06)**

Table 3.5 Contributions of Socio- Demographic Profile and Psychographic Characteristics of Members Credit Cooperative Performance

ISSUES PROBED	CORE IDEAS	CODE/CATEGORIES	ESSENTIAL THEMES	THEORETICAL SUPPORT
Demographic Profile	<ul style="list-style-type: none"> Well verse in cooperative principles Inquisitive in the status of the operations Educational Status being a critical factor for credit cooperative membership Qualifications and Competence of officers and personnel are considered to stabilize the organization 	Educational Attainment as a factor to the success of the credit cooperative	Gender Sensitivity and Professionalism	Contribution of Cooperatives to Sustainable Development

	<ul style="list-style-type: none"> Female members are more organizes Female are meticulous Male are passive Female are more active Female are more attentive Female are loan goers 	Sex as a success indicator		
	<ul style="list-style-type: none"> There is gender equality in the credit cooperative Gender Sensitive Orientation on Gender and Development Plan 	Gender Issues in the Credit Cooperative		
On the Psychographic Characteristics of the credit cooperative's members	<ul style="list-style-type: none"> Optimistic members help in attaining the credit cooperative's goals and objectives. Can motivate to other prospect members or investors through the word of mouth Optimistic members really helps in setting directions in harmony with the vision and mission 	Member's Optimism towards the operations of the credit cooperative	Member's Attitude and Lifestyle.	Cooperatives to Sustainable Development of 2015
	<ul style="list-style-type: none"> Awareness of what is happening in the operations Directly involved in the activities and planning Engagement in the performance Imparting what is best for the cooperative 	Members' Active Lifestyle		

Table 3.6 shows data integration of the salient joint display of quantitative and qualitative findings of the performance status of the credit cooperatives in Region XII. The first column presents the aspects or focal points of the study followed by the second and third columns where the quantitative and the qualitative findings are revealed. The fourth column justifies the idea of integration; it may also be nature of data integration that leads to the last column which deals with the axiological implication of the findings.

Table 3.6 Data Integration of Salient Joint Display of Quantitative and Qualitative Findings of the Performance of the Credit Cooperatives in Region XII.

Aspects or focal point	Quantitative Findings	Qualitative Findings	Nature of Data Integration	Axiological Implication
Performance Status	From table 1 , <i>item 1 on leadership with very high rating is clarity of functions, duties and responsibilities of officers</i> M=4.45	From Table 4 the code FGD-P#04 the functions of the officers are very cleared as it was stipulated in the by-laws.	Merging-Converging	The performance of the credit cooperatives and be assessed though different indicators and can be evaluated through financial and non-

	From Table 1, item 4 on <i>Human Resource Management with a very high rating is Personnel Policy was approved by the Board of Directors</i> M=4.29	From Table 4 the code FGD-P#05 there is manual of operations duly approved by the Board of Directors	Merging-Converging	financial aspects. Moreover, a successful performance should also be alive in the market practices and adopt technological innovation.
	From Table 1, item 7 on <i>Members with a very high rating on Members' Electing their officers were aligned as to their election code</i> M= 4.42	From Table 4 the code FGD-P#07, Presence of election Code	Merging-Converging	
	From Table 1, item 1 on <i>Structure with a very high rating as organizational structure being aligned with the provision of the laws, rules and regulations</i> M= 4.35	From Table 4 the code FGD-P#02, alignment of the organizational structure is compliant with the rules and regulations of CDA	Merging-Converging	
	From Table 1, item 2 on <i>System and Mechanism with a very high rating on the Updated books of Accounts</i> M=4.33	From Table 4 the code on New Technology Adoption as to inefficiency of products services and processing due to lack of Computerized Accounting System	Merging-Diverging	
Socio-Demographic Profile	From Table 2.1, item 6 on <i>Cooperative Affiliation and Years of Existence Significant Difference</i> with p-values which are greater than .05	From Table the code IDI-P#06 After of quality members not quantity however, a more established cooperative takes more years of experience and operations	Merging-Associating	The credit cooperatives demonstrate the advantage of being community-based businesses, where a relatively small amount of investment from a large number of people can create a sizable base of funds from which to leverage larger amounts of capital.
Psychographic Characteristics	From Table 2.2 item 2 & 3 on <i>Personality and Lifestyle Significantly Differs</i> with	From Table 6 on code Optimistic members motivates	Merging-Converging	Psychographic Characteristics influences others in the society and

	p-values which are more greater than .05	prospect investors though a word of mouth and active members more engaged in the operations of the cooperative and can impart best practices		other social group. It also shows consistency of behavior in other areas as well and that it may bring social changes in the credit cooperative in general that would be beneficial in its overall performance status.
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Table 3.7 shows the proposed Action Plan for provision of the retirement fund as one of the basis for the enhancement program of the Credit Cooperatives in Region XII.

3.4 Rationale of the Action Plans

An important objective of a credit cooperative is to safeguard the value of members’ savings and investments in real terms and its general welfare as a whole. One of the manifestations that the credit cooperative can be considered as credible and viable is of having competent personnel with field of expertise are vertically aligned to their respective post. The personnel of the credit cooperative are the front liners in the implementation and execution of its approved long term and short term plans. One of the many motivations for an employee to become loyal in his/her employer is having a good compensation package and one of those is the provision of retirement fund benefits. As to the day to day operations of the cooperative, members and personnel also will be motivated to work efficiently and effectively if the organization that is really operating a bank-like dimension. Furthermore, technology adoption is in high regard to be able to serve the general membership of the cooperative in efficient and effective manner and in order to compete with other progressive competitors who have changed its scenario economically and focuses of the modern organizational style of credit cooperative management. It manifests success of the members as to their security with their investments and savings in the credit cooperative thus increases their capital organization through mutual benefits.

Table 3.7 Action Plan for the Provision of Retirement Fund

Areas of Concerned	Objectives	Activities	Persons Involved	Time Element
System and Mechanism	To be able to come up with a concrete retirement fund policies to be provided to the personnel and employees of the cooperative as mandated by the Department of Labor and Employment (DOLE) as part of their social benefit and privilege as employees.	Benchmark with other credit cooperatives which already has policies on retirement fund.	The General Manager and the head of the Human Resource Management Office	10 Days
		Replicate the necessary policies and provide a draft.	The General Manager and the head of the Human Resource Management Office	5 Days
		Submit and present before the Board of Directors for scrutiny and deliberation.	The General Manager	5 Days
		Amend if there are any provisions the	The Board of Directors	1 Day

		Board of Directors wish to enhance with.		
		Acceptance of the retirement fund policies.	The Board of Directors	1 Day
		Approval of the retirement fund policies.	The General Assembly	1 Day
		Incorporation in the Annual Budget Plan	The General Manager	1 Day
		Implementation of the Retirement Fund	The General Manager	Whole Operational Year
		Assessment and Evaluation	The General Manager and the Board of Directors	2 Days

Table 3.8 shows the Action Plan on the technology adoption or acquisition of software as computerized accounting system as basis for the enhancement program of the credit cooperatives in Region XII.

Table 3.8 Action Plan for the Technology Adoption or Acquisition of Computerized Accounting System Software

Areas of Concerned	Objectives	Activities	Persons Involved	Time Element
System and Mechanism	To acquire computerized accounting system software to be utilized by the credit cooperative in the delivery of their services efficiently in order to satisfy their members	Scout for a computerized accounting system provider specialized in banks and cooperatives	The General Manager	15 Days
		Ask for a proposal from the provider and present before the Board of Directors (BOD) for approval.	The General Manager and the Board of Directors	5 Days
		Execute Board Resolution to authorize the General Manager to enter into contract with the System Provider. The GM now will undertake Memorandum of Agreement (MOA) to assure the welfare of the credit cooperative.	The General Manager, Chairperson, Board of Directors and Secretary and the head of the System Provider	5 Days
		System Installation and Usage Orientation	Technical Staff of the system provider and the cooperative's heads on the	15 Days

			different departments	
		Implementation of Computerized Accounting System (CAS)	Technical Staff of the system provider and the cooperative's heads on the different departments and all members	2 Days
		Analyze, Evaluate and Assess implication to the operations of the Installed Computerized Accounting System (CAS)	The General Manager and the Board of Directors.	2 Days

IV. Discussions

This chapter presents the discussion on the analysis of the result of the study, it shows the descriptive analysis both the quantitative and qualitative phase of the study.

4.1 Performance Status of Credit Cooperatives in Region XII

As showed in the chapter 3, the overall performance status of the credit cooperatives in Region XII is rated as very high in terms of leadership, human resource management, members, structure, system and mechanism. This means that the credit cooperative practices are always evident in its performance and that its life and work are governed by several values. Furthermore, the very core essence of the performance status of the credit cooperative is the upliftment of standard of living of cooperative members that may comprise household income, household assets and enterprise assets [34].

4.1.1 Leadership. The items under leadership revealed mostly very high and high. This means that the practices of their credit cooperative are always evident in its performance. Moreover, it was also evident that the functions, duties and responsibilities of officers are clear and that the Board of Directors are conducting regular meetings on the striking a fine balance between the process of making the decisions and the process of implementing those decisions that creates a total balance between economic performance and social responsibility. The lowest item though it was still rated as high revealed that the balance of the composition of officers is oftentimes evident and that it was argued by [37] that to be able to have an effective cooperative leadership there must be balance, autonomous, independence and member driven accountability and that one must be knowledgeable in terms of business dimension, vision and objectives to come up with a viable and transparent decision making.

4.1.2 Human Resource Management. The results revealed that the practices of the credit cooperative in terms of policies of the personnel, clarity of the functions, duties and responsibilities and the conduct of scheduled meeting are always evident in its performance and operations as argued by [39] that the said aspects are an important component for the success of any organization and that it also plays a crucial role in the implementation of the strategic management in cooperatives. Moreover, the practices of the credit cooperatives in terms of the conduct and application regularly of the performance gap analysis revealed to be oftentimes evident in its performance and that the said design should conform to the basic principles of human resource development management of a sound institution [39]

4.1.3 Members. The results revealed that the members were rated as very high. This means that practices in the credit cooperative in terms of membership are always evident in its performance status. The result is supported by the [12] that every individual will be receiving fair decision making rights after becoming a member of the credit cooperative. The principles of cooperativism is in place in putting their values into practice, the principle of voluntary membership states that cooperatives have to accept only a predetermined numbers of members, depending on the capacity of the member to contribute equitably to the society and democratically control the capital of their cooperative societies and notes that cooperatives serve their members most effectively, whilst at the same time strengthening the cooperative movement to work together through local, regional, national and international. On the other hand, systems and mechanism also rated as very high which means that systems are established by management in order to carry on the business in efficient manner and expected to provide only reasonable assurance to the entity's management and board to the achievement of business

objectives regarding the effectiveness and efficiency of operations, reliability of financial reporting and compliance with applicable laws and regulations.

4.1.4 Structure. Structure of the credit cooperative revealed as very high and it means that the practices of the credit cooperative in terms of the alignment of its organizational structure with the provision of laws, regulations and by-laws and the clarity of its functions as defined in the organizational chart are always evident on its performance and operations. This also means that the performance status of the credit cooperative is highly determined by its structure as argued by [17] that the cooperative businesses are owned by their stakeholders who have a say in crucial decisions, from electing its officers up to deciding and approving the businesses to be ventured with. Further, the clarity on the functions, duties and responsibilities of the officer in the management chart rated as the lowest although still describe as very high under this indicator since most of the officers do not have clear definitions regarding their functions and duties of their respective positions which contributed to low performance status of the cooperatives in the region, this result is supported by [25] that the social efficiency needs to be measured by the ones with important functions so to determine its performance status relative to their social mission in order to improve their performance and competitiveness in the new international context of cooperative governance and functions.

4.1.5 System and Mechanism. The results revealed that the system and mechanism was rated as very high which means that the credit cooperative practices in terms of the updating of books of accounts, compliance to the government mandatory requirements are always evident on its operations. However, presence of retirement fund got the lowest rate though it was still high, this means that the practices of the credit cooperative in terms of the provision of retirement fund to its employees and personnel are oftentimes evident as argued by [39] that in order for the organization to succeed, it has to give value on its human resource in the creation of awareness to their common economic, social and cultural needs.

4.2 Significant Difference of Demographic and Psychographic Characteristics

4.2.1 Demographic Profile. The analysis of variance was used to test the significant difference of both demographic profile and psychographic profile of the respondents in the performance status of the cooperatives. It reveals that performance level is of the same regardless of age, educational attainment, marital and employment status and the type of industry served. Further, significance exist cooperative affiliation and years of existence, thus larger cooperatives have more higher performance rating compared to those smaller one, this argument is supported by [10] wherein people in larger cooperatives and employed in older institutions have ownership structure and become member in order to meet their social needs, such as employment, equity and social inclusion, has significant consequences for the ways by which worker cooperatives are governed and for who benefits from their activities.

4.2.2 Psychographic Characteristics. The psychographic characteristics of the respondents particularly on attitude are given focus to this study. It reveals that attitude and sex has no significant difference in the performance status of the credit cooperatives as argued by [31] that despite the notion that cooperative ideal is based on the ability to work together and trust others, other member also believe that people could be trusted. Presumably, a higher level of trust usually facilitated working and cooperating with other people and tends to strengthen cooperative attitudes.

4.3 Lived experiences of members of credit cooperatives in Region XII.

The lived experiences of the members of the credit cooperatives in the region were contextualized in this part. In this section, major themes were discussed in harmony to the study that can be linked with the different theories and literature.

4.3.1 Development of Financial Management. The result of the study revealed that the life changing experiences of the members are evident after they became a member of the said credit cooperative. They were already motivated to save as part of their financial investment in the members' savings organization of the credit cooperative that since they already have given importance to their earnings. It has found out also that the credit cooperative is an essential alternative source of income not only by the officers and personnel but also for the members who can easily avail its credit and savings services after they became part of the credit cooperative that at the end of the year earns interest in share capital or dividends and patronage refund associated to its goals and its revenue with an individual members' controls since the investment is vital to the success of a motivational program of the said credit cooperative [29].

4.3.2 Service Satisfaction. In the products and services offered by the cooperative to its members, it was evident that members were able to benefit its programs and privileges in the aspect of health, lower interest rates on loan, higher interest rates on investments and that by economically contribute capital through the purchase of a share of the coop. By becoming a member, an individual receives decision making rights in the coop. The level of decision making rights for member-owners often depends on the size and type of coop [12]. In as far as the new technology adoption of the credit cooperative it was very evident that there is really a problem in terms of the efficiency of the delivery of the cooperative's services due to its absence of the technological enhancement or system in making the transaction of the credit cooperative easy and convenient. In this system you can assign a person for account handling according their need. The computerized accounting system needs to be introduced in credit cooperative society software to make it a more bank like dimension [14].

4.3.3 Absence of Software/System. The results revealed that most of the credit cooperatives in Region XII were still using manual as a manner of its transactions. This means that there is an absence of the technology adoption that led to inefficiency of the delivery of its products and services to its members that really affect the performance of the said credit cooperative in terms of the internal resource generation program since more members were demotivated in the subscriptions of their investments as argued by the [14] that system/software can be a systematic way in digital form which can be easily accessible due to centralized database that could somewhat and somewhat motivate the members for more investments in terms of capital subscription since it will operate as a bank like dimension.

4.3.4 Societal Roles and Responsibilities. Continuous education and training program is evident to be essential in many aspects in the part of the cooperative. However, it is also evident that most of the credit cooperatives in the region are not properly implementing the said programs by the Cooperative Development Authority (CDA). The said program may further capacitate the officers and members of the cooperative of their basic roles and functions in the cooperative that maybe helpful in attaining its goals and objectives in harmony with its vision. In this views, the cooperative may have to support in other cases that has somewhat included in developing financial skills of youth and encouraging saving habits, scholarships to members' children to attend school and higher education, organizing educational competitions, funding equipment and stationery, and maintaining libraries since the children of the members may able to succeed their parents contribution in the essence of cooperativism [10].

4.4 Data Integration of Salient Joint Display. Quantitative and qualitative studies produce rich interpretations. However, viewing and analyzing the problematic issues from a mixed method perspective is very challenging for me as a researcher. A research study becomes more significant and established when facts are taken from a combination of both approaches. The yield of results when a study is gleaned from both quantitative and qualitative perspectives brings about viable and reliable results of the study. A researcher should be able to understand that mixed method approach is costly and time consuming.

4.4.1 Performance Status. The results revealed that both findings in all of the indicators are all essential in the overall performance of the credit cooperative. The axiological implication of this according to De Leon (2013) that the performance of the credit cooperatives and be assessed though different indicators and can be evaluated through financial and non-financial aspects. However, diverging of the results occurs in the system and mechanism indicator in qualitative result regarding the inefficiency of the credit cooperative services contrasted the quantitative result that the books of accounts were updated. The axiological implication of this according to [36] that a successful performance should also be alive in the market practices and adopt technological innovation.

4.4.2 Socio- Demographic Profile. Findings revealed that cooperative affiliation and years of existence of the credit cooperative are essential in its performance however most of the credit cooperative are not after of the quantity or the numerous number of members instead they are after of the quality members that would be of help in the realization of its vision and mission. The axiological implication to this according to [38] that cooperatives demonstrate the advantage of being community- based businesses, where a relatively small amount of investment from a large number of people can create a sizable base of funds from which to leverage larger amounts of capital.

4.4.3 Psychographic Characteristics. Both findings revealed that active and optimistic members are essential in the successful performance of the credit cooperative and that according to [38] that it influences others in the society and other social group. It also shows consistency of behavior in other areas as well and that it may bring social changes in the credit cooperative in general that would be beneficial in its overall performance status.

4.5 Action Plan

The international year of cooperatives has provided a powerful focal point in the aspect of economic organizations however the study revealed that item number 9 on the system and mechanism got the lowest rate although it was rated as high this means that the presence of retirement fund in the credit cooperatives are oftentimes evident in the performance of the credit cooperative as well as the lack of technology adoption of the credit cooperatives that really affect its efficiency in the delivery of its basic services to its members as a credit cooperatives. The action plan will be the basis of the credit cooperative on the enhancement of its program since it will highlight the development dimension related to sustainability, the importance of the democratic control in the strategy related to cooperative capital, the external communication and the public policies as well as the development of the inter-cooperation between cooperatives [24].

4.6 Implications for Business Practices

Credit cooperatives serve as financial intermediaries both in savings and in the easy access of credit facilities. The delivery of services may be provided to all members including poor and low income people in many countries and here in the Philippines most especially in the local context. Members of a credit cooperative may work for its welfare with common bond of interest. The cooperative pledge is helpful in reminding the members how important their dedication to their credit cooperative is and that it says that a member when alone is weak but with his/her co-members he/she will be strong [12].

In the context of the cooperative, lack of system or software may imply inefficiency in the delivery of the products and services of the credit cooperative involving loans and savings accounts. In this case, the cooperative may consider acquiring the system or software to be utilized in the accounting operations of the cooperative to be more efficient and effective in their services as far as accounting, loan and savings operations are concerned. It is observed by [14] that the said system/ software is essential since it provides way you to keep your Bank member data in a systematic way in digital form which can easily accessible due to centralized database. It helps to communicate with their member conveniently about their Membership and about the plan which credit co-operative society is going to offer to their member. In this system you can easily maintain data related to member like add member, edit and delete member, add new bank Account, Member Details, Take a Loan, Fixed Deposit Account and others. This system not only helps to manage member but also help to manage bank details and account information relate to account member. User will also know the current status of their account type and account information. Employee also helps easily to handle user account which is going to use this system. Manager can add, edit and delete user and also assign rights to them to access the system application. In this system you can assign a person for account handling according their need. The System Automatically Send SMS to user on Successful payment of fees or any successful transaction in accounts. Manager can also send SMS to all Members about any Notice or plans going to introduce in credit cooperative society software.

In the context of replicating the good practices of other larger and progressive credit cooperatives, the credit cooperative may practice comparing business processes and performance metrics to industry best practices that typically measures its dimensions through quality, time and cost. It may also measure the credit cooperative performance as to its productivity in its various aspects comparing it to the present and actual performance of their credit cooperative then evaluation shall be done to allow the credit cooperative management and officers to develop plans on how to make further improvements or adapt specific best practices, usually with the aim of increasing some aspects of performance [5].

V. Conclusions and Recommendations

On the basis of the outlined research questions, this chapter presents the research conclusion and the recommendations of the study.

5.1 Conclusions

In terms of the performance status of the credit cooperatives in Region XII, It is evident in the data integration that the credit cooperatives are highly performing in most of the areas of operations required of them being a credit cooperative as far as leadership, human resource management, members, structure, system and mechanisms are concerned. However, there is lack of continuous education, trainings and seminars for the members that should be implemented to improve their capacities and capabilities as future leaders of the credit cooperatives.

In terms of the performance of credit cooperatives as assessed by the members when grouped according to their demographic profile and psychographic characteristics it is evident that it has no significant difference in the performance and that it is of the same level regardless of their age, educational attainment, marital status, employment status and the type of the industry they serve. Also, there is no significant difference in the performance of credit cooperatives when members are grouped according to sex and attitude and it implies that the performance rating is comparable regardless of their sex and attitude. However, member's cooperative affiliation, years of existence, personality and lifestyle significantly differ as to the performance of their credit cooperatives.

In terms of the lived experiences of the credit cooperative members of Region XII, it is evident that the members were able to value the essence of savings mobilization since they started to become a member of a credit cooperative and that they also find it very advantageous in their part as a member since they will be entitled to avail the products and services it offered such as credit facilities with minimal interest rates and that it also serves as the venue of the members for savings deposits and share capital investments with much higher interest rates compared to other organizations accepting deposits to be utilized by the cooperative on its internal resource generation program.

It is also evident that the members were able to enjoy the benefits that the credit cooperatives are extending to its members such as the distribution of dividends and patronage refund, hospitalization and mortuary benefits. The dividend and patronage refund are to be computed out of the services availed by the members. However, it was noted that the credit cooperatives was lack in the implementation of its corporate social responsibility as being mandated by the Cooperative Development Authority (CDA). It was also noted that the products and services availed by the members were affected by its inefficiency. This is due to lack of monetary capitalization and lack of technology upgrading.

In terms of the insights that the members can offer as to the contribution of their demographic profile and psychographic characteristics towards the performance of their credit cooperative, it is evident educational attainment and gender of a member is not a factor in the success of the credit cooperative however there was lack in the gender and development seminars and all other seminars as prescribed by the Cooperative Development Authority (CDA) to be

attended by the members. In terms also of the attitude of the members, it is also evident that optimistic members are helpful in the attainment of the credit cooperative's goals and objectives however sometimes it will be a reason for other cooperatives to be sloppier in the implementation of their rules and policies.

In terms of the extent that the qualitative data confirm with the quantitative data is that functions roles and responsibilities were clearly stipulated and that human resources management manual is approved by the Board of Directors. Moreover, the organizational structure is in line with rules and regulations of the Cooperative Development Authority (CDA) however on the system and mechanism it is therefore concluded that lack of technology adoption made its performance inefficient.

On the basis of the findings, the credit cooperatives really need to come up with a viable and feasible plan in order to sustain the performance of the credit cooperatives in an efficient manner.

5.2 Recommendations

In relation to performance status, the credit cooperatives must conduct the required trainings and seminars regularly to the members, officers and personnel in order to capacitate the co-partners of the cooperatives in the performance of their roles, functions and responsibilities.

On the demographic profile, micro and small credit cooperatives may conduct bench-marking from a larger, progressive and successful cooperatives and model their best practices in harmony with its vision and mission. Correspondingly, the credit cooperative may seek technical assistance form the Cooperative Development Authority (CDA) and other line agencies in improving its operations and performance. The gender and development orientation and gender sensitivity training (GST) must also be conducted as a new requirement mandated by the Cooperative Development Authority (CDA) under memorandum circular to be able to uphold the rights of each member of the credit cooperative by being gender responsive to minimize if not totally eradicate discrimination.

On the psychographic characteristics, there must be an unremitting value reformation and re-orientation to all members for continuous appreciation of the importance of cooperativism and that credit cooperative members must have a common bond of interests on the general welfare of the credit cooperative as their utmost priority than their personal interests.

One of the findings that the credit cooperative should take into account is its inefficiency to deliver its services to its members. The credit cooperative should be very much willing to adopt a highly efficient IT infrastructure. This is to provide the most cost-effective services thus creating economies of scale. Likewise, this will improve the accounting system, the customer servicing and the management of information in the cooperative. The cooperative must ensure that the system is coming from a known provider. The said system in particular is MSRTE-WIN which covers the modules for savings accounts, time deposits, share capital accounts, group and loan accounts that interface with the general ledger module (GL) and the contact information module (CIF) that may results in a robust, integrated system. The system may also include five (5) external modules such as loan voucher, disbursement voucher, journal voucher, collection and customer information system that can make the cooperative's accounting transactions fast and more easy. Consequently, the bank-like system is extremely beneficial to the cooperative, employees and members, considering the convenience, better data management and efficient outputs it may bring. In the long run, members' needs would be met hence stakeholders will be delighted to invest more and patronize the cooperative's products and services.

Furthermore, the action plan formulated must be implemented and must be continuously evaluated and eventually, standardized by the credit cooperative management and officers in order to improve its performance according to its vision and mission.

Moreover, the study on the performance status of credit cooperatives has some limitations given that the researcher is a newbie to the mixed method approach, there is also lack of prior research studies on the topic. Thus the scope of the study is only in Region XII and the measure of cooperative's performance is narrowed merely to the variables of the study.

Methodologically, the inclusion of the in-depth interview and the focus group discussion of the participants from different credit cooperatives in Region XII has intensified the triangulation approach which ensued to a more reliable and viable results as well as meaningful findings of the study. The current study is however comprehensive because it involves the performance status of the credit cooperatives in Region XII as assessed by its members through the following indicators, leadership, human resources management, members, structure, system and mechanism. Survey questionnaires were administered to 400 respondents and there were 10 participants for the in-depth interview as well as 7 participants for the focus group discussion of which validated guide questions were used in the qualitative collection of data.

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