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## Research Article

### Management Practices of Cooperatives: Roadmap Towards Improved Performance and Sustainability

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#### ABSTRACT

The pandemic has demonstrated the cooperatives' preparation, preparedness, and ability to respond to the needs of their members and the community. The study aimed to assess the level of management practices observed by the cooperatives and to identify constraints faced in their operations before and during the pandemic. A quantitative research method was used. Interviews were performed in person and over-the-phone. Survey questionnaires were developed and put through a pilot test. Moreover, a Google form link was provided to respondents who wished to respond online. Minitab, a statistical tool, was used to aid with all data analysis. It has been discovered that cooperatives can significantly enhance their financial performance by properly managing their working capital, capital structure, and capital budgeting. Non-financial management techniques were also significant to cooperatives' development. This work, in particular, provides vital information for comprehending the intricacies of many topics connected to cooperative operations.

**Keywords:** Cooperative, Management Practices, Performance, Sustainability

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#### Introduction

A large number of cooperatives had been formed and were already in operation in the Philippines. When the marketplace fails to offer the needed goods or services of acceptable quality or at reasonable costs, members create cooperatives. They enable people to better their quality of life and economic possibilities by empowering them to help themselves. However, CoViD-19 outbreak has delivered a slew

of horrors that have put our character, ingenuity, and talents, as well as our product or service knowledge and optimism, to the test. The pandemic brought these challenges to the cooperatives that introduced to everyone what is called the new normal.

Republic Act No. 9520 An Act Amending the Cooperative Code of the Philippines to be known as the "Philippine Cooperative Code of 2008" defined cooperative is an autonomous

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and duly registered association of persons, with a common bond of interest, who have voluntarily joined together 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. In addition, under CDA Memorandum Circular No. 2007-07 "Revised Categorization of Cooperatives as Amended", cooperatives are categorized based on total assets. Cooperatives with assets up to P3 million are considered micro, P3,000,001 to P15 million as small, P15,000,001 to P100 million as medium, and above P100,000,001 million as large.

Different types of cooperatives exist and different sorts of help are available. Some cooperatives last for a short time while others last longer but it appears that only a small percentage of cooperatives endure. The question is then raised as to what happened among these cooperatives that caused some to fail while others continued to operate. There must have been a variety of circumstances that influenced the cooperatives' ability to continue operating.

As a result, this study aimed to assess the management strategies used by cooperatives in order to improve their performance and propose a program on how to improve cooperative performance towards sustainability.

### ***Management Practices for Cooperatives***

The study was anchored around the Resource-Based View (RBV) Theory developed by Jay Barney in 1991 which posits that an organization's performance is shaped by the unique combination of resources (Gottschalk, 2007). The RBV has been shown to be quite beneficial in determining the foundation on which a firm's resources and competencies serve as sources of sustained competitive advantage.

Financial and non-financial metrics were used to assess the cooperative's performance. Chung and Chuang (2010) identified different aspects of financial management that includes working capital management, capital budgeting, and capital structure management. Working capital management is the process of man-

aging a cooperative's short-term assets and liabilities. It guarantees that company's cash flow is sufficient to pay short-term debt obligations and operating expenses (Gitman, 2007); capital budgeting is the process of reviewing projects and determining which ones to include in the capital budget (Brigham and Daves, 2004); and capital structure which is the proportion of debt and equity utilized to fund a company (Kader and Khan, 2019). Non-financial practices involved business operation, compliance to regulatory requirements, human resource development, governance, and adequacy of internal control.

Cooperatives must be financially solid in order to survive in the long run given the growing number of cooperatives and their contribution to the economy. Subsequently, cooperatives must be financially solid in order to survive in the long run given the growing number of cooperatives and their contribution to the economy. The cooperatives must implement sound financial procedures and effectively plan for financial problems that can aid a company's growth and adaptation to changing economic conditions (Hassan et al., 2012).

### **Materials and Methods**

A quantitative research approach was used to collect quantifiable data then gather information through online surveys and questionnaires. Quantitative research methods, on the other hand, uses objective metrics to generalize data using statistical and numerical data analysis tools, establishing presumptions about the sample population that may be applied to a larger population (Taguchi, 2018).

The study was conducted to the cooperatives operating within Dapitan City and Dipolog City in the province of Zamboanga del Norte. The respondents were categorized according to group: (1) the management, which involves the BOD chairperson, BOD members, and the manager; and (2) the active committee members, which involve the bookkeeper, loan officer, and other working committee in the cooperative.

A communication letter was sent to the cooperative offices asking permission to the BOD chairperson/members or manager for the set

of information since they were more knowledgeable in the cooperative operations. Survey questionnaires were developed by the researcher and were put through a pilot test before it was distributed to cooperative offices. A Google form link was provided too for those who wished to respond online. The data gathered were subject to various analyses and presented in a way that achieves the objectives of the study. Moreover, all data analysis was aided by the use of statistical software, Minitab.

## Results and Discussion

A total of four hundred seven (407) responses were recorded. There were one hundred sixty-one (161) responses in Dapitan City cooperatives and two hundred forty-six (246) responses in Dipolog City cooperatives. It has always been significant that successful management of a cooperative is mainly based on intelligent and active cooperation among the board of directors, manager, bookkeeper, account officer, working committee, and employees.

The study also revealed that micro cooperatives represent a huge population for the reason that organizing a cooperative sets a minimum membership and capital requirements. On the other hand, multi-purpose cooperative was the most preferred type in view of the fact that multi-purpose cooperative engages in a variety of activities to meet the needs of its members. Also, its area of operations is broad with the majority of its activities focused on loans, consumers, and production, however, its sustainability is dependent on active membership.

Moreover, there were more cooperatives operating in Dipolog City compared to Dapitan City for the reason that Dipolog City is boldly stepping into the competitive world of commerce with endless opportunities for growth, development, and investment opportunities. It has major investment options in different areas for investors while Dapitan City is a residential place wherein trade, commercial, and industrial activities were very limited but striving to maintain sustainable ecological balance and emerged as a bustling center of tourism and cultural heritage in an environmentally friendly setting.

## Financial Practices

a. *Working Capital Management.* There were cooperatives in Dapitan City that still irregularly replenished and monitored the spending of cash and also on the proper recording for all payables for the reason that officers appointed were not able to perform their duties and responsibilities compared to cooperatives in Dipolog City.

Truthfully, there are no specific set of rules for determining a cooperative's working capital requirements. But for the information, working capital is needed to run the cooperative's day-to-day activities. Thus, the cooperative makes sure to be in liquidity and profitability through effective working capital management. On the other hand, poor and inefficient working capital management may cause funds to be stranded in idle assets that may lead to reducing liquidity and earnings (Reddy and Kameswari, 2004).

b. *Capital Budgeting.* Capital budgeting is a financial tool to measure an investment's potential risks and expected long-term return on investment. These cooperatives in Dapitan City and Dipolog City may have limited resources for new investments but are still able to carefully examine some techniques and approaches thoroughly before adopting it. Thus, there were no big concerns as to capital budgeting since Dapitan City and Dipolog City cooperatives practiced it all the time.

c. *Capital Structure Management.* The practice of reissuing treasury shares higher than the amount arising from members' withdrawal from the cooperative to interested members obtained the lowest scale in Dapitan City and Dipolog City cooperatives. However, Dapitan City cooperatives have a distant gap compared to the result in Dipolog City cooperatives. In Dapitan City cooperatives, this practice was observed sometimes in view of the fact that most cooperatives do not have clear policy about reissuing treasury shares and are still able to work closely in relation to it.

Table 1. Summary of Results on Financial Practices Observed by Cooperatives

PRACTICES	Dapitan City		Dipolog City		TOTAL	
	$\bar{x}$	D	$\bar{x}$	D	$\bar{x}$	D
1. Working Capital Management	3.25	GE	3.73	VGE	3.49	VGE
2. Capital Budgeting	3.46	VGE	3.27	VGE	3.37	VGE
3. Capital Structure Management	3.11	GE	3.35	VGE	3.23	GE
<b>TOTAL</b>	<b>3.27</b>	<b>VGE</b>	<b>3.45</b>	<b>VGE</b>	<b>3.36</b>	<b>VGE</b>

Legend: ( $\bar{x}$ ) – Weighted Mean; (D) – Description

Ranges of the Weighted Mean:

(4) 3.26 – 4.00 Very Great Extent (VGE)

(3) 2.51 – 3.25 Great Extent (GE)

(2) 1.76 – 2.50 Moderate Extent (ME)

(1) 1.00 – 1.75 No Extent (NE)

### Non-Financial Practices

a. *Business Operation.* In an overall business operation performance, Dapitan City and Dipolog City cooperatives were on the highest scale interpreted to a very great extent. Cooperative growth is beset by various flaws brought on by competitive pressure from other groups which might pose a severe threat to cooperative survival in the long run.

Consequently, the cooperatives work hard to strengthen the communities they serve by providing meaningful service to their members and customers, carefully assessing members' loan applications before approving them, continually encouraging members to patronize the cooperatives' products and services, and constantly monitoring finances and addressing immediate gaps for improvement.

b. *Compliance to Regulatory Requirements.* The practice of cooperatives to remit the required SSS, PhilHealth, and Pag-IBIG contributions obtained the lowest scale in Dapitan City and Dipolog City cooperatives which means that practice was observed sometimes in view of the fact that a greater number of respondents belong to micro cooperatives wherein the officers and staff only received an honorarium in lieu of their services rendered to the cooperative. Meanwhile small, medium, and large-sized cooperatives hired qualified employees and at the end of the month, the amount deducted from the employees be remitted to the SSS, PhilHealth, and Pag-IBIG agencies.

c. *Human Resource Development.* The practice of providing education and training to the board of directors, managers, elected and appointed committee, employees, and members for the effective and efficient development of the cooperative obtained the lowest scale in Dapitan City and Dipolog City cooperatives in view of the fact that during the CoViD-19 pandemic, many face-to-face seminars and trainings were not allowed. Aside to the Proclamation No.922 of President RRD last March 8, 2020, the Inter-Agency Task Force (IATF) released a proclamation under Resolution No.88 series of 2020 Section 4 "Guidelines for Areas under General Community Quarantine" dated December 14, 2020 approved that mass gatherings such as but not limited to, movie screenings, concerts, sporting events, and other entertainment activities, community assemblies, and non-essential work gatherings shall be prohibited. Gatherings that are for the provision of critical government services and authorized humanitarian activities while adhering to the prescribed minimum health standards shall be allowed only. Even though the cooperatives hired qualified employees to work for the cooperative still the level of performance required in the job was being affected with no proper training.

In addition, online events such as webinars existed prior to CoViD-19 were not that well-known then suddenly virtual meetings and webinars are now the norm. Baby boomers' respondents experienced difficulties but still tried to continue to trail behind

Gen Xers and Millennials in terms of technology adoption. Connection between technology and baby boomers is drastically different from that of other generations (Keenan, 2009). As a result, cooperative management was still adjusting to the new normal while also taking into account the poor connectivity in most places.

- d. *Governance*. There were no big concerns in governance since Dapitan City and Dipolog City cooperatives were on the highest scale as practice was observed all the time. It has been revealed that an important factor in the success of a cooperative is the presence of capable and dedicated leaders. These are the people expected to provide guidance and support to the cooperative. And without these skilled leaders, the cooperative will lack sufficient guidance and will be vulnerable to outside influence and manipulation.

In addition, cooperative governance regulates the relationship between members of cooperatives and committee representatives of the members. Good cooperative governance leads to effective monitoring of activities of a society which enhances social performance (Djankov et al., 2007). In this regard, control and supervision by committee members shall set a monitoring mechanism to assess the performance of cooperative societies since monitoring and control of managerial actions is a key aspect of cooperative governance. Also, cooperative governance is all about establishing a delicate balance between the decision-making and decision-implementation processes.

Definitely, not all well-governed companies do well in the marketplace and not all the poorly-governed ones always fail. Even the best performers, however, will fall short if they lack strong and independent cooperative leaders.

- e. *Adequacy of Internal Control*. Dapitan City and Dipolog City cooperatives were on the highest scale in an overall adequacy of internal control performance. Internal control in cooperatives denotes the systems, policies, procedures, and processes affected by the board of directors, management and other officers to safeguard the assets, limit or control risk, and achieve the objectives of the entity. It has revealed that annual audits conducted in Dapitan City and Dipolog City cooperatives were only practiced most of the time by external auditors in view of the fact that most cooperatives rely already on the continuous and periodic internal audit reviewing the financial information of the cooperative and reports on findings.

Under Memorandum Circular No.2019-04 series of 2019 one of the reports to be submitted especially by micro cooperatives must be an original copy of the financial statements audited by at least audit committee of the cooperative, however, other cooperatives surveyed had an external auditor who worked as retainer or “on-call” auditors who was independent of the cooperative and was accredited to perform the audit.

In a business environment, fraud is an intentional deception, misappropriation of a company’s assets, or manipulation of its financial data to the advantage of the perpetrator (Hall, 2007, p. 118) which negatively impacts cooperatives. Thus, cooperatives must have key control activities, which include proper authorization of transactions and operations, as well as independent checks on performance, since fraud in cooperative organizations is not new in developing nations.

Table 2. Summary of Results on Non-Financial Practices Observed by Cooperatives

PRACTICES	Dapitan City		Dipolog City		TOTAL	
	$\bar{x}$	D	$\bar{x}$	D	$\bar{x}$	D
1. Business Operation	3.52	VGE	3.57	VGE	3.55	VGE
2. Compliance to Regulatory Requirements	3.50	VGE	3.61	VGE	3.56	VGE
3. Human Resource Development	3.37	VGE	3.52	VGE	3.45	VGE
4. Governance	3.50	VGE	3.59	VGE	3.54	VGE

PRACTICES	Dapitan City		Dipolog City		TOTAL	
	$\bar{x}$	D	$\bar{x}$	D	$\bar{x}$	D
5. Adequacy of Internal Control	3.35	VGE	3.54	VGE	3.45	VGE
<b>TOTAL</b>	<b>3.45</b>	<b>VGE</b>	<b>3.57</b>	<b>VGE</b>	<b>3.51</b>	<b>VGE</b>

Legend: ( $\bar{x}$ ) – Weighted Mean; (D) – Description

Ranges of the Weighted Mean:

(4) 3.26 – 4.00 Very Great Extent (VGE)

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In general, it showed that Dapitan City and Dipolog City cooperatives adhere to sound management practices and will be able to sustain profitable growth by means of applying good management practices. However, it cannot dispute that many cooperatives have failed in their operation, thus, it's the members' responsibility to elect persons they can trust to lead and manage the cooperative's operations.

Board of directors must be appointed on the basis of sound business judgment and demonstrated ability not on the basis of friendship, neighborliness, or favorable financial standing in the community. They must serve as role models for capital development, savings, transparency, and must reflect the cooperative members' common interest and genuine benefit by continuously patronizing cooperative services and refraining from competing business. Also, management and officers should always be prepared to try new things, be knowledgeable in the field of cooperative operations, and concentrate the efforts on providing effective service to members and the cooperative as a whole.

In any cooperative, well-maintained records are very important too. This means that all minutes of meetings, membership records, and other similar documents must be properly kept and maintained as well as any financial transactions. For all contributions and other collections made by members, receipts should be supplied. These payments must be appropriately recorded in the books of the cooperative.

Moreover, all expenses made by the cooperative must be accompanied by invoices or vouchers and must be accurately recorded. Records must be accurately kept to avoid numerous problems and to submit frequent audits. Competent auditors, be they internal or external, should verify and audit the cooperative's financial records on a regular basis, find flaws in records, and detect anomalies. The audit process should be encouraged because it ensures that the cooperative members' interests are appropriately spent and adequately protected.

### Test of Hypotheses

Table 3 presented the summary of all the tests of differences on management practices. As shown on the table, significant differences occur on management practices across different categories where all the p-values were less than 0.05 except for business operations and governance when grouped by location where the p-values were 0.468 and 0.161. This could mean that location does not indicate a difference in perception in terms of governance and business operation. This could be due to the fact that governance is more of a theoretical application and business operation is on practical application. And the cooperatives have unified procedures which need to be observed and practiced by all. Thus, along this line, there could be uniformity in the practice of governance and business operations.

Table 3. Summary Table on Test of Difference on Management Practices

MANAGEMENT PRACTICES	Test of Difference on Management Practices when Grouped by:					
		SIZE	TYPE	LENGTH OF OPERATION		LOCATION
Working Capital Management	H-Value	90.16	91.44	51.47	t-value	8.44
	p-value	0.00	0.00	0.00	p-value	0.00
	Decision	Reject HO	Reject HO	Reject HO	Decision	Reject HO
Capital Budgeting	H-Value	95.70	77.85	20.50	t-value	2.55
	p-value	0.00	0.00	0.001	p-value	0.011
	Decision	Reject HO	Reject HO	Reject HO	Decision	Reject HO
Capital Structure Management	H-Value	203.87	109.19	46.48	t-value	3.64
	p-value	0.00	0.00	0.00	p-value	0.00
	Decision	Reject HO	Reject HO	Reject HO	Decision	Reject HO
Business Operation	H-Value	156.38	116.38	58.77	t-value	0.73
	p-value	0.00	0.00	0.00	p-value	0.468
	Decision	Reject HO	Reject HO	Reject HO	Decision	<b>HO not rejected</b>
Compliance to Regulatory Requirements	H-Value	227.44	104.37	90.21	t-value	2.36
	p-value	0.00	0.00	0.00	p-value	0.019
	Decision	Reject HO	Reject HO	Reject HO	Decision	Reject HO
Human Resource Development	H-Value	151.04	61.65	29.39	t-value	2.64
	p-value	0.00	0.00	0.00	p-value	0.009
	Decision	Reject HO	Reject HO	Reject HO	Decision	Reject HO
Governance	H-Value	112.14	95.57	14.78	t-value	1.40
	p-value	0.00	0.00	0.011	p-value	0.161
	Decision	Reject HO	Reject HO	Reject HO	Decision	<b>HO not rejected</b>
Adequacy of Internal Control	H-Value	204.54	100.61	68.64	t-value	2.97
	p-value	0.00	0.00	0.00	p-value	0.003
	Decision	Reject HO	Reject HO	Reject HO	Decision	Reject HO

The detailed discussions were as follows:

a. *Analysis of Variance on the Assessments of Cooperatives when Grouped According to Size.* The results on the table showed all the resulting p-values were 0.00 which definitely rejects the hypothesis leading to assumption that there is no inch of acceptance of the hypothesis. This means that there is a significant difference on the assessments of cooperatives when grouped according to size. This shows that the size of the

cooperatives really matters. In the real score of business, sizes really matter.

Cooperatives really differ in terms of their practices in both financial and non-financial aspects. In terms of the financial aspects of business, large scale cooperatives have more capabilities as to capitalization and are better off than smaller cooperatives simply on the figures and digits. On the other hand, the smaller cooperatives have a lot of limitations and have to be more

conservative as to its operation if they want to grow. Smaller cooperatives are also more vulnerable to financial crises since they may be dependent on other financial institutions to sustain its operation and increase operating capitalization that they have to share proceeds with the provider of their financial resources. Further, these cooperatives also differ in the type of services that they can provide, thus, they differ in terms of their practices both in financial and non-financial aspects.

- b. *Analysis of Variance on the Assessments of Cooperatives when Grouped According to Type of Cooperative.* The results on the table showed that all the computed p-values were 0.00. This denotes that the hypothesis along this line is rejected. There is therefore a significant difference on the ratings of the cooperatives in both financial and non-financial aspects when grouped by type.

In this regard, the results convey those cooperative practices different from one type of cooperative to another. They may belong to one sector but in terms of their practices, they definitely differ significantly. Multi-purpose cooperatives are very versatile as they cater different needs of the members and they offer different products and services. On the other hand, the other types of cooperatives are very specific about their operations, like credit cooperatives that focus mainly on lending while agricultural cooperatives focus on production and processing of agricultural products. These are the main reasons why cooperatives differ significantly on their assessments as they also differ on their products and services.

- c. *Assessments of Cooperatives on Financial and Non-Financial Practices of Cooperatives when Grouped According to Location.* Results on the table showed along business operation and governance, the p-values were 0.468 and 0.161 which are both greater than 0.05 leading to the non-rejection of the null hypothesis. There is therefore no significant difference on the assessment of cooperatives along business operation and governance when grouped by location. This would show that governance and business operations can be similar in one location to

another. One example is a credit cooperative in location A may be operating similarly with another credit cooperative in location B. This goes to show that location does not cause a difference in terms of business operation and governance.

On the other hand, the rest of the other indicators for both financial and non-financial practices significantly differ from one location to another. These were proven by the computed p-values that are less than 0.05. These showed that location matters on these variables like working capital management, capital budgeting, capital structure management, regulatory requirement, human resource management, and internal control. These indicators of the variable require mental participation and cooperative decision, thus, one group can differ with the other. These can also be influenced by the culture of the organization which may vary from one place to another regardless of distance and regional coverage. Other influencers of the difference may be the composition of the management and the members that may have come from different ethnicity and environmental influences.

- d. *Analysis of Variance on the Assessment of Cooperatives on Financial and Non-Financial Aspects when Grouped According to Length of Operation.* Results show computed p-values that are less than 0.05 which denotes that the hypothesis is rejected. It is then safe to say that there is a significant difference on the assessments of cooperatives when grouped by length of operation. The results denote that length of operation matters in terms of cooperative practices. Length of operation gives experience for cooperatives to keep on improving their operations and management of both financial and non-financial resources. Length of operation gives the management the ability to look better and learn better based on every year's operation. Looking into both the success and limiting factors of the cooperative, those that have been operating for a long time could have made better decisions and have come up with better policies compared to those cooperatives that are still gaining experience.



Consequently, a study conducted by Chiliya (2012) supported the findings of this study when he revealed that length of operation in business really matters. Cooperatives which have been operating for quite some time differ in terms of practices with those that are operating for quite a shorter time. Those operating for quite a longer period of time tend to be more resilient, more stable, and have a significant impact on the profitability compared to those businesses that are just starting where there are lots of vulnerabilities.

### **PROPOSED COOPERATIVE DEVELOPMENT PROGRAM TOWARDS IMPROVED PERFORMANCE AND SUSTAINABILITY**

*No.1 Adoption of the Imprest Cash System.* An accounting system that is used to track how the cooperative is spending cash on smaller items and eliminating the possibilities of unauthorized spending as the funds are designated for pre-determined purposes.

*No.2 Adoption of the Ledger Forms.* A ledger form presents a permanent record and details of all cooperative transactions.

*No.3 Special Forum of the Board of Directors and Management Officers.* The forum shall be conducted face-to-face or online depending on the officers' abilities to engage in technology.

*No.4 Applications on the Mandatory Contributions and Qualification Standards.* Identify the mandatory contributions and qualification standards which are necessary for the employees and for the cooperative to continue its operation.

*No.5 Leadership Training Workshop for Cooperatives with the Theme: "Leading in Times of Crisis – and Beyond".* Leadership training broadens the thinking abilities of leaders, allows leaders to think more innovatively and creatively, increase employee morale and retention, improve productivity, promote better decision-making, and build better teams.

Moreover, the researcher will conduct a post evaluation a year after the implementation phase by utilizing the "Assessment Form" instrument developed by the researcher to measure the effectiveness of the proposal, to assess the extent of compliance of the cooperatives,

and to evaluate if the strategies are effective or not.

### **Conclusion**

With the problems posed by the corona virus disease, any type of business that operates in the same environment as a cooperative firm may face unexpected external shocks. However, it was discovered that cooperatives still have resiliency when it comes to dealing with economic disruptions. The cooperatives stayed focused on ensuring that their members and their communities continue to benefit from the greatest available conditions and services.

It was discovered that these cooperatives still adhere to sound management practices and established values and principles in all its decisions and that they were constantly concerned about the development of their members as well as the cooperative's growth. However, it could not be denied that micro and small-sized cooperatives were unreasonably affected by this market change in comparison to medium and large-sized cooperatives because they typically lack sufficient financial and managerial resources and were ill-prepared for disruptions that were likely to last longer than expected. Micro and small-sized cooperatives relied heavily on routine business transactions with a smaller number of customers. Thus, with very effective financial and non-financial management practices can enhance the performance leading to cooperative sustainability.

Moreover, the propose detailed program by the researcher with corresponding measures that must be taken by the cooperatives specifying strategies and activities required, establishing what resources were needed, creating a timeline for when certain activities must be done, and identifying the budgetary outlay in order to achieve the specific goal must be implemented as soon as possible in order to improve cooperative performance.

Overall, the anchored resource-based view theory was significant and proved that physical capital resources, human capital resources, and organization capital resources were essential in improving the overall efficiency and performance of the cooperative as well as contribute to cooperative growth and success.

## Recommendations

1. The implementation of the “Cooperative Development Program towards Improved Performance and Sustainability” to be conducted immediately which is very relevant for the cooperative’s continuity of operations amidst the challenges.
2. A replicate research study shall be made among other cooperatives in the province of Zamboanga del Norte to help improve their performance and sustainability.
3. CDA shall mandate compliance with the Cooperative Continuity Plan in all cooperatives.

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