



FACTORS AFFECTING THE SUCCESS OF CONSUMER COOPERATIVE: THE CASE OF KOLFE KERANIYO SUB-CITY

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Declaration

I declare that this thesis titled **Factors affecting the success of consumer cooperative: In kolfe keraniyo sub-city** is my original work and that all sources of materials used for this thesis have been dully acknowledged. I have carried out the present study independently with the guidance and support of the research advisor **Yetebark Takele** (PhD). This thesis has been submitted in partial fulfillment of the requirement for Masters of Business Administration in Addis Ababa University. I seriously declare that this thesis is not submitted to any other institution anywhere for the award of any academic MBA.

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LIST OF ACRONYMS

AAU	Addis Ababa University
ANOVA	Analysis of variance
Co-op	Cooperative
CCO:	Consumer cooperative
IB	Influences of Bureaucracy
IC	Influences of Corruption
ICA	International Cooperative Alliance
ILO	International Labor Organization
IM	Influences of Management skills
IT	Influences of Technology Adoption
PI	Political Influences
SCC	Success of consumer cooperative
SPSS	Statistical Packages for Social Science
TOL	Tolerance
USDA	United State Department of Agriculture
VIP	Variance of inflation factors

Abstract

This paper focuses on assess factors affecting the success of consumer cooperative in Kolfe Sub City. Although consumer cooperatives typically state in their agreements that their objective is the provision of high-quality products at low prices to consumers and nominally operated in the interest of their members to pursue their objectives. To answer research questions, descriptive and explanatory method of research design, as well as the qualitative and quantitative type of research approach, is employed. The researcher was used both the primary and the secondary data sources. Regarding the numbers of the questionnaire, about 200 questionnaires were distributed for members of the consumer cooperative in the study area. In addition to this, the interview was used to strengthen the information that has been collected through questionnaires. The data has been analyzed through, descriptive statistics such as frequency distributions table, and inferential statistics such as linear regression and correlation have used to elicit meaningful information. The data entry and analysis have been performed by using Statistical Package for Social Science (SPSS) version 23.0. The consumer cooperatives are successful in providing fairness of prices of goods and services for their customers. However, these consumer cooperatives are falling behind in terms of overall performances, the sufficiency of consumer goods they provide to the community, timely supply of basic goods and services, consistency of supply of essential goods/commodities, generate incomes to members, and lack of promotion. Thus, the studied cooperatives have problems such as lack of adequate products based on their customers' needs, and lack of timelines of supply of basic goods and services. Based on the correlational result, some of the independent variables have a positive and significant relationship with the dependent variable success of consumer cooperative. These variables include; political influences $r=.684$, influence of technology adoption $r = .417$, influence of management skills $r = .525$ sig<0.01. The regression analysis showed that independent variables in combination explain 56.4% of variability on the dependent variable at 0.05 alpha levels. This study has identified various factors for the success of consumer cooperatives. Therefore, the city administration, as well as the sub-city administration, should solve these challenges.

Key words: Consumer cooperative, Success factors, Technology, Management and politics.

CHAPTER ONE

1 INTRODUCTION

1.1 Back Ground of the Study

According to Skurnik (2002a), the cooperative type of enterprise is in widespread use throughout the globe. Cooperatives work for the proper development of their communities through policies approved by their members (With & The, n.d.). It's applied in most market economy countries and to an increasing amount in the newly developing countries. Even though cooperatives existed in the former Eastern Bloc, they differed radically in both form and content from the international mainstream, as within the meaning intended here. According to Nilsson, (1996) as cited in ICA (1995) cooperative is an autonomous association of persons united voluntarily to fulfill their common economic, social, and cultural wants and aspirations through a jointly-owned and democratically-controlled enterprise. Cooperation is an age-old way of attaining a goal that's beyond the resources of a personal or once operating along with offers a more practical or favorable resolution. The cooperative as a unique type of company is already over 150-years. Its birth occurred at the time when the fashionable free enterprise was in its infancy and therefore the necessity arose for another structure than one supported the individual of capital or in modern terminology, a business owned by its members and/or customer-owners (Skurnik, 2002a). Consumer cooperative societies are providing success for the members supported his buying from the society Consumer cooperatives—firms owned by their customers—represent a considerable share of the economy in several developed and developing economies, and are sometimes inspired by broader social goals. (Duarte et al., 2020)

Consumer cooperatives are enterprises closely held by customers and managed democratically that aim at fulfilling the necessities and aspirations of their members. Consumer cooperatives typically take the form of shops closely-held and operated by their consumers, like health care, insurance, housing, utilities, and private finance or including credit unions (Deresa, 2017).

According to (Changamu & Mwangeka, n.d.) As cited by Hoyt and Edward, (2008) the first consumer cooperative to be documented was founded in 1769 in Fenwick, East Ayrshire,

where the native weavers came along and started selling oatmeal at a reduction to its members forming the Fenwick Weavers' Society. Consumer cooperatives are required as they are owned by the consumers who are members of the venture popularly known as cooperative retail societies or retail co-ops. Consumer cooperatives will perform like different businesses but the most distinction is that the members are the owners and they are the most customers of the business.

The first consumer cooperative within Great Britain consisted of staff and peasants in the eighteenth and nineteenth centuries. This type of cooperative later found its thanks to different European countries like France, and the Federal Republic of Germany. The consumer cooperatives rose to prominence throughout the commercial revolution as part of the labor or trade union movement. According to Biset Amene & Yadessa (2018), the first successful consumer cooperative organization was the Rochdale Society of just pioneers that were established in 1844. The tradesmen determined to come back along and open their store commerce food things that crated. This indicates that without the organization they would not otherwise afford some of the food items they wanted for survival. They were mainly selling butter, sugar, flour, candles, and oatmeal which people needed for daily survival. The cooperative group continued to increase as time went by and in 1872, they had formed a Co-operative Wholesale Society.

According to Atsbaha (2008), the spirit of self-help and cooperation has long been a part of the farming community in Ethiopia. There are mutual organizations in urban areas, too. When communities face problems, they devise ways of addressing these problems that supported their values, culture, and beliefs. In Ethiopia, various self-help co-operatives still exist. They are native or traditional level institutions with an organizational base that are indigenous, such as Debo, Mahiber, Iddir, and Iqub. Those traditional informal cooperatives would be a base for formal cooperatives (Atsbaha,2008).

Ethiopia has introduced modern types of co-operatives in various areas of attempt after the majority of African countries where their co-operatives were established by the Western powers during their colonization period. The first cooperative organizations were established in the Federal Democratic Republic of Ethiopia within 1950 (Savira & Suharsono, 2013)s. Hence, the first consumer co-operative was established in Addis Ababa in 1945 and after

decree No. 44 of 1960 modern or 'imported' co-operatives were formally introduced (ILO, 1975). Consumer cooperative in Ethiopia is that the one tool management to supply a varied range of goods and services to its members(Kikuchi & Yamao, 2016). And now the Ethiopian government is attempting to push co-operatives with the target of developing them into independent self-help institutions. This was the most reason for fixing up the Cooperative Promotion Department in Prime Minister's office, Co-operative Promotion Bureaus in regions and line administrative body units (zones and woreda) and later Co-operative Agency at the federal level (Alema, 2008).

Today there's growing proof of cooperatives' success across the country, particularly in the area of a consumer cooperative. Taking this growth of cooperatives as a real vital vernacular to serve the community, the researcher wanted to assess the factors that affect the success of consumer cooperative.

1.2 Statement of the Problem

Many scholars have indicated that cooperatives could play a crucial role in various socio-economic development areas if they operate by the universally accepted cooperative organizing principles and core values. The reason for the success and failures of cooperatives corresponds to an exceeding build-up and breaking down of cooperative identities through the method by those members and staff grows to carry the identity as their vision (Hailu, 2007).

According to Teklehaimanot (2013) cooperatives are considered as an appropriate tool of rural and urban development, they are facing critical problems which retain them from their positive role. A number of the constraints that affect the cooperatives are low institutional capacity, inadequate qualified personnel, low entrepreneurship skill, lack of monetary resources, lack of market information, poor members' participation within in the different activities like, financing the cooperative, patronizing the business activities of the cooperatives, control and support it. These many-sided issues make very tough the overall activities of the cooperatives in overall and consumer cooperative activities in particular.

According to Etefa (2019) as cited Nuradin (2015), problems deterring the success of cooperatives within the economic development were: backward perspectives, lack of committed leadership, lack of good governance, lack of capital, and practice of corruption,

lack of data and skill, lack of provision and, weak vertical and horizontal linkage at intervals and among cooperatives and inappropriate support from government and different stakeholders. In general, the cooperatives are contributing somewhat to economic development. However, their performance isn't needless to say thanks to mentioning because of major problems identified: lack of professional managers, devoted management committees, limited capital base; weak horizontal and vertical relations, low members' participation, inadequate awareness, poor infrastructure, low stakeholders' participation, lack of adequate credit and necessary technical supports are among the problems to be tackled.

As Getahun Began (2016) has noticed lack of autonomy of the cooperatives and also the interference of local administration, poor governance, and management, unable to supply basic products adequately, timely & consistently was among others. However, there are problems concerning its weaknesses, especially in the management, financial, and members' participation('Aini et al., 2012).

Although the cooperative societies don't seem to be being supported by the government and cannot be able to survive within the open market (AUMED ABDULRAZAQ, 2014). However, there's no clear strategy for cooperative societies and there's not enough support from the government. Furthermore, because of the lack of information on cooperatives among individuals(Abdulrazaq & Al, 2014). Additionally, as Meniga(2019) stated that several challenges lack capital, purposeful weakness, absence of good governance, lack of cooperation between cooperatives, lack of coaching, lack of managerial ability, and lack of integrity among the management that delay cooperatives from maintaining a certain level of accountability. It is vital to develop the structure, systems, and correct method which can permit cooperatives to make their strength and convey lasting advantages to their members.

Although cooperatives face one or a lot of the subsequent crises: crisis of ideology, crisis of capital, crisis of believability and crisis of management(Dogarawa, 2020)and (Birchall, 2005)

According to Smith(2016) tried to search out whether or not inefficient technology, inadequate management skills, lack of members participation and political interference may affect the expansion of saving and credit cooperatives. These findings draw propositions in referred to factors that led to Malawian agricultural cooperatives property. From such experiences and lessons, it is suggested to establish an apex organization or secondary level

cooperative at the district level to handle governance, management, and market access issues, to enhance the performance of cooperatives. Further, community sensitization is required to extend memberships. Additionally, policy interventions such as the provision of the infrastructure necessary for accessing market information and subsidiary regulative framework that might permit a competitive market environment(Towera, 2011).

Moreover, Deresa,(2017), this author mentions that a number of the challenge they face were competition from private sectors and shortage of the commodity on the supplier side. To overcome these issues, the society should have to create relationships with other cooperatives like producer cooperative and saving and credit cooperative to avoid the issue connected with shortage of products and finance. Most developing countries, including consumer cooperatives in Ethiopia, are faced with many challenges. These come back from national and world political economics. The present study has been filled to the gap supported 2020 /2021 annual plan implementation report of kolfe keraniyo sub- City Administration Woreda -11 consumer cooperative workplace indicate that there are multifaced problems some of them are: -influence the technology adoption, political influence, influence of Bureaucracy, influence of corruption and management skill influence in regarding consumer cooperative are practical problems that are frequently manifested within Woreda.

1.3 Research Questions

- ❖ What are the factors affecting the success of consumer cooperative within the woreda?

1.4 General Objectives of the Study

The general objective of this study is to assess factors affecting the success of consumer cooperative in the kolfe sub city woreda -11 consumer cooperative office.

1.4.1 Specific Objectives of the study

1. To determine how management skill affect the success of consumer cooperative within woreda
2. To find out how bureaucracy affect the success of consumer cooperative within woreda
3. To establish how technology affect the success of consumer cooperative within woreda
4. To find out how corruption affect the success of consumer cooperative within woreda
5. To find out how political influence affect the success of consumer cooperative within woreda

1.5 Significance of the Study

The paper has been focused kolfe keraniyo sub- City Administration woreda -11 consumer cooperative by identifying factors affecting the consumer cooperative and may find a solution which helps to form adjustment supported on the results of the finding. Moreover, either individuals or groups of decision-makers or policy makers, investigator students, different concerned bodies have used the results of their study. Generally, the study shall be contributed to a combination of all of them that are typically used and future studies related to consumer cooperative. The importance of this research study would contribute to fill the main gap and to be essential to social policy.

1.6 Scope of Study

Geographically, the research was conducted in Kolfe Keraniyo Sub-City Woreda 11 consumer cooperative office to assess factors affecting the success of consumer cooperative in the organization which focuses on the year 2020 /2021. Regarding to the methodology research was focus on a mixed approach of using both quantitative and qualitative research for a better understanding of the contextual variables and 200 questionnaires were distributed for members of the consumer cooperative in the study area. There are many measurements that affect the success of consumer cooperatives either positively or negatively but the focus of this research is mainly on influence of the technology adoption, political influence,

Bureaucracy, corruption, and influence management skill. Concerning population settings, the overall universe focuses on members of consumer cooperative who receive service from the consumer cooperative are considered within the sample.

1.7 limitations of the study

Like all research, this paper had limitations. The research was conducted only one woreda, other woreda's did not include the study. The research was conducted only members of the consumer cooperative others stakeholders did not include in the study. The research was not including government support, financial resource, members and youth participations. Hence, the above problem limits the result of the study.

1.8. Organization of the paper.

The report on this research study has been organizing into five chapters. The first chapter deals with the introduction, Background of the paper, Statement of the Problem, Objectives of the study, Research questions, Significant of the study, Limitation, and Delimitation of the study. The second chapter briefly describes the review of the literature and empirical results. This is often followed by the Methodology used in the research in chapter three. The fourth chapter presents the Results and Discussion of a part of the study. The last chapter has presented the summery findings, conclusion and recommendations of this study.

1.9. Definition of Terms

- ❖ **Cooperative:** -According to ICA, (1995), a cooperative is “an autonomous association of persons united voluntarily to satisfy their common economic, social, and cultural desires and aspirations through a jointly- owned and democratically-controlled enterprise”.
- ❖ **Consumer cooperative:** - Consumer co- operatives are enterprises closely held by consumers, managed democratically, aiming at fulfilling the necessities and aspirations of the members.
- ❖ **Corruption:** -is a term given to rent-seeking activity that involves public officers using their positions to accumulate personal gain.

- ❖ **Management skills:** - may be a collection of activities involving planning, organizing, motivating, and controlling Planning involves deciding the objectives or goals of the organization and preparing how to meet those objectives.
- ❖ **Technology adoption:** - is a form of discoveries in science, development, and enhancements in machinery, process, automation, and information technology. It conjointly includes a combination of knowledge, information, and concept.
- ❖ **Bureaucracy:** -is the executive system that operating in a very manner that has several steps to finish a task and extremely strict order and rules and therefore follows rigid or complicated procedures impedes effective action.
- ❖ **Political interference:** - involvement of politicians within the management and decision-making in the success of consumer cooperative.

CHAPTER TWO

2. Literature Reviews

2.1. Theoretical Review

In economic terms, cooperatives are a distinct form of business organization because they have a different model of ownership (Hansmann 1996). By definition, cooperatives are firms that are owned by their users rather than by their investors (as is the case of capitalist corporations). It means that the former enjoy what is referred to as their “double quality”. They are simultaneously members and users of the firm. Their ownership rights take a very specific configuration. First, firm’s net earnings are usually divided pro rata among the members according to the volume of transactions they have realized with the firm. And second, all voting rights are apportioned among the members according to their relative amount of transactions, or, more simply, on a “one member, one vote” basis (HUYBRECHTS and MERTENS, 2014)

Many challenges affect the successful functions of consumer cooperative movements that they are unable to attain their objectives. The most challenges are found at intervals in the structural design of a cooperative or company as regards management and resource availability. The study will therefore be based on the theory of strategic management (Child et al, 2005). It describes a cooperative strategy as an effort by organizations to understand their objectives through cooperation with other organizations instead of competing with them. This basis is true for individuals who pull their resources together for a competitive edge. The same has been described and discussed by Henry (2008). In his book, he states that the purpose of a strategy is to enable an organization to achieve a sustainable competitive advantage. He derives a framework that bears a clear analysis of organizations' external and internal resource capabilities.

This is an indication that the source of the organization's resources and its managerial capacities are crucial. It is in this respect that a strategy can be seen as vital in the achievement of an organization’s goals based on the best managerial practices. A strategy should be made in such a way that allows an organization to efficiently match its resources and capabilities to the needs of the external environment to achieve a competitive advantage.

External factors in this case are very important and should be considered in cooperative management for its survival. A strategy cannot be formulated or achieved by one person in any organization (David et al, 1999). In his discussion, Mintzberg's 5Ps strategy (a plan, a ploy, a pattern of behavior, a position of respect to others, and a perspective) suggests some aspect of member participation in the strategy formulation and management.

In this theory of strategic management internal and external analysis is of paramount importance for the success of any organization. Resources, competencies, products, human resources, and culture are very vital in the internal environment. External environmental factors such as competition, demand, and supply, substitutes among which pose a threat to the cooperative or organization should be considered in management. The study will therefore seek to establish and support how this theory brings out the underlying challenges and variables and how they relate to cooperative performance in the study area.

2.2. Cooperatives and Market Economy

According to (With & The, n.d.), Explained simply the other kind of organization, cooperative societies develop their activities within the framework of a market economy. It implies that they need to respect the rules that ensure the good functioning of such an economic model whereas, at an identical time, respecting the values and principles that define them. When a conflict between the two sets of rules arises, it is necessary to evaluate which ones should prevail. One of the basic principles of a market economy is the existence of competition and this is probably the area where most questions can be raised regarding the compatibility with cooperative rules. It would be advisable, when a potential conflict emerges, to do an in- depth analysis of all the economic and social impacts that a decision may have or to have a set of guidelines already in place to help interpret the rules. One of the basic principles of a market economy is that competition is not an end in itself but rather a tool to achieve optimum growth and development. Consumer co- operatives contribute to this objective in many different ways and, in many cases, in a way that neither private nor public enterprises can. In fact: The close link that consumer co- operatives have with local communities is a factor of territorial cohesion. For consumers, they guarantee access to basic products and services at affordable prices even in regions where most private enterprises do not. The economic and social profits generated by their activity stay in those local

communities. In Ethiopia, now consumer cooperatives are recognized as an important instrument for the socioeconomic improvement of the community (Dejene & Getachew, 2015). Consumer cooperatives offer thousands of stable and high-standard jobs.

The ethical stance of consumer cooperatives provides not only consumers with safe, high quality, and high social standards products but also with equitable conditions for each partner of the provision chain. Through their democratic governance structures, they're in a very privileged position to understand and address the real concerns and expectations of consumers. The long- term economic and social benefits generate by cooperative activity are a fundamental contribution to sustainable development that can't be neglected.

2.3. Values of cooperatives

According to (Aaron et al., 2015), The values of cooperatives are the essential basis of the growth of the new cooperative societies, and which organization of culture comes from the concepts and beliefs of the workers who form the new cooperative.

- ❖ Empowerment and private and mutual responsibility
- ❖ Democracy
- ❖ Equality
- ❖ Fairness
- ❖ Solidarity

2.4. Principles of cooperatives

According to Skurnik (2002b) and Kassa(2011), cooperative principles are guidelines by that cooperatives place their values into exercise.

- ❖ Voluntary and open membership: Opens to any or all individuals whereas not gender, social, racial, and political or spiritual/religious discrimination.
- ❖ Democratic member control: i.e., members have equally passed by vote rights.
- ❖ Member economic participation: Members contribute fairly to and democratically manage/control the assets of their cooperative.

- ❖ Autonomy and independence: Autonomous self-help/assistance organizations controlled by members.
- ❖ Education, training, and information: Give/provide education and training for his or her members, elected representatives, managers, and employees so they can contribute successfully to the event of their cooperatives. They advise the overall public - significantly young people and opinion to leaders, regarding the nature and benefits of cooperation.
- ❖ Cooperation among cooperatives: Operating alone through native/local, national, and global structures.
- ❖ Concern for the community: Work for the property development of their societies through policies believed by their members.

2.5. Cooperative in Ethiopia

The people of Ethiopia have gotten a long social history of working together to satisfy their socio-economic needs. Agriculture, Trade, and Military Operations were administered through cooperative efforts. Many social events are still happening in rural Ethiopia through collective effort. The Federal Government of Ethiopia has identified the Cooperative form of business organization as an instrument of socio-economic change particularly to achieve food security which leads to sustainable development. As a result, as of 30th June 1998 Ethiopian Calendar, the country has recorded 6004 Primary Agriculture and Allied Cooperatives to serve the suppressed and depressed community of Ethiopia(Dr.K.Kanagaraj & Department, 1995). The thought of human cooperation is not new; it existed even before the formation of contemporary cooperation(Etefa & Studies, 2019). The spirit of self-help and cooperation has long been an area of the farming community in Ethiopia. There are mutual organizations in urban areas, too. When communities face issues, they devise ways that of addressing these problems supported their values, culture and beliefs. In Ethiopia, varied self-help cooperatives still exist. They are local or native level establishments with associated structure bases that are indigenous, for instance, Debo, Mahiber, Iddir, and Iqub(Atsbaha,2008). Those traditional or ancient informal cooperatives would be a base for formal cooperatives. The first cooperative organizations were established in Ethiopia within the 1950s(Kodama, 2007).

According to Kodama,(2007) as cited in Dorsey & Tesfaye,(2005 and Desalegn, (1990) the cooperatives were active throughout the Derg Regime from 1974 to 1991. The activities of cooperatives throughout the Derg regime were fully completely different from those of Western-type cooperatives as a result of they were supported Marxist principles(Kodama, 2007). Also according to Etefa & Studies, (2019), as cited in Desalegn,(1990), Gezachew and Tessema, (1994), the government claimed that the target of cooperatives was “to bring the associate finish to capitalist exploitation, and to stop the re-emergence of the capitalist economy in agriculture.” Therefore, cooperative activities below the Derg regime were halted in 1990. Once the new mixed monetary policy permissible peasants to settle whether or not they would work for cooperatives or independently, most peasants determined to allocate cooperative lands to individual holdings and conjointly see Desalegn, Gezachew, and Tessema, (1994).

After the collapse of the Derg regime in 1991, throughout the confusion of the transitional era, some SCs were ransacked and vandalized by native people for his or her assets (Desalegn, 1994), whereas others scaled down their activities due to severe competition with none public traders when trade liberalization(Kodama, 2007). Ethiopia has introduced trendy kinds of cooperatives in varied areas of Endeavour when the bulk of African countries, wherever their cooperatives were established by the Western powers throughout their colonization era. The first consumer cooperative societies were established in Addis Ababa in 1945 (ILO, 1975). According to Etefa (2019), it was when decree No. 44 of 1960 that trendy or „imported“ co-operatives were formally introduced. As Atsbaha,(2008) cited the decree No 44/1960 was substituted by “Co-operative Society Proclamation No. 241 of 1966”.The main objective of this proclamation was improving the quality of living of the farmers, higher business performance, and improving the standard of production. In reality, this proclamation benefits profitable farmers who resided at intervals in the foremost potential areas. The crisis of co-operative identity began at the time once the Derg abolished all co-operatives except the housing and saving co-operatives that were organized below the Proclamation 241/ 1966. The Cooperatives throughout that period weren't autonomous organizations; however had a strictly political character. This was mirrored at intervals the proclamation of 138/ 1978 Article 3.5 i.e., “Cooperative shall be organized to conduct

political agitation”. Besides, Article 3.6 says: “Co-operative is organized to participate at interval the building of the socialism”(Etefa 2019) .

ILO clearly states that a lot of cooperatives in Africa aren't (were not till recently) “genuine”, as a result of they served the state, people instead of their members. When the State „incorporates“ cooperatives, they going to become instruments of oppression instead of participation. An example (though currently dissolved) is that the peasants' associations of Ethiopia, that forced farmers into collective production against their can. Therefore, the proclamation was enacted on the concepts of socialist ideology. They were throughout the results the extension of State establishments and most lost their co-operative identity. By abolishing a lot of centralized policy and designing and with the new market liberalization policy, that is democratic and decentralized policy, launched the formation of latest “Agricultural Co-operative Societies Proclamation No.85/1994”. This proclamation restricts the gov't from negative interference inside the affairs of co-operatives and initiates the organization of free, autonomous, and self-governing co-operatives. For the institution of various kinds of co-operatives within the country, “Co-operative Societies Proclamation No. 147/1998” replaced the proclamation of No. 85/1994. This proclamation notable includes the following: Agricultural, Consumer, Housing, Industrial and Artisan Producers“, saving and Credit, Fishing and Mining Co-operative Societies. Under this proclamation, cooperatives are organized to resolve the issues put together, to realize an improved result by coordinating their information, wealth, and labor to support self-reliance, to enhance their living standard of members, and so on.

The Ethiopian government is attempting to encourage co-operatives with the most objective of developing them into autonomous self-help organizations(Teklehaimanot, 2013). It was the foremost reason for fixing Cooperative Promotion Department in Prime Minister's office, Co-operative Promotion Bureaus in regions and line body units (zones and woreda's), and later Cooperative Commission was started at the federal level. Former United Nations Secretary-General Boutros Boutros-Ghali, in his 1994 Report back to the final General Assembly, stated that “Cooperative enterprises offer the structural means suggest that wherever by an important proportion of humanity is ready to need into its own hands the tasks of constructing productive employment, overcoming insufficiency and achieving social

integration.” Based on source obtained from Federal Cooperative Agency, (Kifile, 2015) indicates the trends of cooperatives development in Ethiopia and their distribution and number of co-op unions by type and capital, 2014. In Ethiopia the number and diversity of cooperatives increase rapidly. There are 311 cooperative unions with a total number of primary cooperatives of 8,909 and a capital amount of 2.3 billion birr. Out of this number 146(47 %) are multi-purpose cooperatives followed by saving and credit cooperatives 88(28.3%) and consumer cooperatives 22 (7 %). The cooperative societies in Ethiopia are playing multi-functional role both in rural and urban areas. Primary cooperatives created 76,956 employment opportunities in the country (FCA, 2009). The free market economic system posed challenges of poor bargaining power and competitiveness for smallholder farmers, resource poor youth, who aim to enter into business operation and poor consumers due to limited financial resources, limited skill and capacity, fragmented efforts, etc. FCA (2009) thus, collective efforts through cooperative organization have been chosen by many of the disadvantaged groups to increase their benefits from the liberalized market system. Cooperatives in Ethiopia are mainly economic entities performing economic functions, contributing a lot to economic development of the country and are believed to contribute more to the living standard of members and the community as a whole (Began, G,2016).

2.6. Empirical Results

2.6.1. Influence of management skills as a factor affecting the success of consumer cooperative.

The success of consumer cooperative business lies in their democratic system of management. The boards of consumer cooperative societies in several places have been unskilled. Like other business organizations, consumer cooperatives want skillful managers. The majority of the members of consumer cooperatives are lack knowledge and managerial skills. The importance of consumer cooperatives has been recognized at all relevant levels by one and everyone. But, to manage and administer cooperatives effectively, there's a dire requirement of qualified, trained, and competent people (Dr.G.Veerakumaran, 2007). Therefore, the government ought to constitute the screening committee for giving preference to cooperative ability, knowledge, and background persons rather than non-cooperative personnel during the selection time(Dr.K.Kanagaraj & Department, 1995). According to

Smith(2016) as cited in Cole (2010) argues that management is may be a collection of activities including designing, organizing, motivating, and controlling. Planning involves deciding the objectives or goals of the organization and preparing or getting ready a way to meet those objectives. Consumer cooperatives plan by preparing annual work, which is approved by members during the annual general meeting. The members present allocate the community duties to different costs to achieve the plan. According to DK.KOLLIAN, (2016), management over appearances such plans with very little or no consequences. Organizing is often determinant activities and allocating responsibilities for achieving those plans. It needs for coordinating activities and responsibilities into a suitable structure. This activity is left entirely to management within the consumer cooperative sector. Motivating is meeting the social and psychological wants of employees within the achievement of organization goals. Very little effort is done to inspire members apart from ensuring that they get what they have applied for and controlling involves monitoring and evaluating activities, and providing corrective mechanisms(Nkuru,2015). The board members have been put in place to discuss the implementation of the plan and to assure the plan necessary checks and balances. So most of the consumer cooperative is compromised by management and doesn't serve effectively. As noted by Smith(2016) as cited in Cole (2010) management is that the distinct technique consisting of designing, organizing, actuating, and controlling performed to see and achieve the objectives by the use of people and resources. Cooperative societies want well-trained leaders and managers who understand their role effectively so on facilitate and enhance the already achieved role. On the other hand, the management of societies is decided by the democratic nature of governance in cooperative societies. The members elect the management committee for a particular term. The problem with this is that mostly the people elected don't seem to be good managers and finale up running down the societies.

This is the main problem even present in most cooperative societies. Dominant members who have little or no knowledge in the management end up taking leadership positions hence running down the very objective of success of the community and bedeviling consumer co-operatives arise from corrupt governance and poor economic management. Whereas leaders direct and manage the organizations, and managers run them, members have the authority to demand and enforce good governance in their organizations. Leaders' and officials' abilities ought to be built upon and developed, to improve their efficiency and effectiveness that

interprets to increased performance of the society. This enhancement of their managerial skills can be achieved through training(CHEPKEMOI, 2017). It additionally, involves investing in people to allow them to perform well and empower them to form use of their natural skills. The target is to develop the competencies of workers and improve their performance. In addition, it helps employees to succeed with the organization so that future wants for human resources are met from within.

2.6.2. Political interference as factor affecting the success of consumer cooperative.

According to Deresa (2017), Consumer cooperatives often take the shape of shops owned and operated by their consumers, like health care, insurance, housing, utilities, and private finance or including credit union. They operate in different areas of the economy including agricultural, handcar, transport, housing development, building and construction, consumer services, banking, and insurance. Consumer co-operatives are like other cooperatives user-owned, user-controlled and user-benefited organizations. They could be agricultural, non-agricultural, unions, or savings and credit co-operatives and consumer cooperative (Karanja, 2015). They operate in different sectors of the economy including agricultural, handcraft, transport, housing development, building and construction, consumer services, banking, and insurance(Smith, 2016). The direct intervention by the administration in the management of cooperatives compromised the principles of member-maintained and run organizations. The Administration's involvement hindered the emergency of member-controlled co-operatives since members relied on Government to safeguard their interests. As a result, equality, equity, solidarity, democratic principles, self-responsibility, and assistance that is a vital pillar of successful producer organizations were therefore delayed. This caused the co-operatives to be run as if they were Government-owned instead of the privately-owned member organization. According to(Smith, 2016) as cited in Epetimehin (2006) viewed a cooperative enterprise is a business owned and controlled by the people who use its services. They finance and operate the business or service for his or her mutual profit. By operating along, they can reach an objective that would be unattainable if acting alone(Babalola, 2014). From the foregoing co-operative can be described as an economic and socio-political establishment that leave for freedom of membership devoid of cohesion and pursue economic

activities to push the interest of its members. Cooperation embodies the spirit of operating along to realize a shared goal. Much as required as cooperative societies are within the development of a nation, some issues and constraints have influenced against its effective performance of its roles in nation-building. This ought to for poor performance, decline, and death of some co-operatives. According to (Personal & Archive, 2018), stated that there should be diversification of the cooperative business to increase its reserve, Management ought to be lot serious in handling the affairs of the society.

2.6.3. Influence of technology adoption as a factor the success of consumer cooperative.

Modern business organizations have embraced the use of Information Technology (IT) to increase their competitiveness, efficiency, customer service, and performance. The Cooperative sector being a significant player in our economy cannot be left behind in utilizing the technology for providing service and increase the success of the cooperative. Technology and cooperative societies' success of technology strategy was found by several researchers so way to increase competitiveness. According to (Muhammad et al., 2014), expressed that failure to develop and integrate technology strategy and business strategy may be a major contributing issue to the decline of a firm's competitiveness. Several kinds of literature besides indicated that technology strategy played a vital role in determining firm performance in technology-driven industries like industrial automation companies.

As Simotwo, (2017), explained technology is formed from discoveries in sciences, development, and improvement in machinery, process, and automation, and information technology. It moreover includes an arrangement of knowledge, information, and ideas (Van der Merwe, 2010). Simotwo similarly observes that the speed of technology adoption and its overall application in co-operatives within the region is mostly low and which the most reasons for this include conservatism, prices, and ignorance. The results and the situations also vary. Smith, (2016) observed two situations wherever – some extremely automated financial cooperatives and also the utterly non-automated agricultural primary co-operatives. Consumer cooperatives are contending with consumers who are very knowledgeable, smarter, a lot of price-conscious, more demanding and less forgiving (Auka & Mwangi, 2013)

The consumer co-operatives office through its policy document on the office notes that the cooperatives do not seem to be not computerized while others are partially computerized; and recommends that consumer cooperative be activated to meet its core mandate of developing and aiding the co-operative movement to obtain compatible computer software for his or her operations at a competitive price; and which to save on costs, the consumer cooperative ought to link up with private internet service provider. The investigator during this case can investigate the effect of IT on providing service and enhance profitability and establish why some cooperatives have adopted IT if at all it a positive effect on the success of consumer cooperative.

Information technology used refers to the tools and facilities concerned with the process, analyzing, storing, and retrieving of information. Improving the ability of consumers to decide between competing suppliers of products depends totally on the technology concerned in service delivery. The consumer cooperative on information technology (IT) in the service sector has been criticized by economists for not showing a corresponding improvement in productivity similar to that observed in manufacturing. However, following the publication of the Hammer and Champy (1993) book on reengineering and also in the depth plan of service processes that followed, using information technology because the enabler, we tend to feel it's time to get back to the discussion on the contribution of IT within the service sector. With the introduction of integrated software using the Windows platform and personal computer networking, we tend to expect to seek out a unique level and form of information technology use than that found in the late 1980s(Van der Merwe, 2010)unpublished. According to(Smith, 2016) as cited in Thompson et al (2010), correct and timely information almost daily operations is crucial if managers are to measure how well the strategy execution method is proceeding; and which information systems got to cover five broad areas of customer data, operation data, employee data, supplier/partner/collaborative ally data, and also money performance data. Because of its dynamism, ICTs promise elementary modification in all aspects of human life as well as information dissemination, social networking, economic and business practices, political engagements, education, health, leisure, and entertainment. ICTs are also are helpful either as tangible properties in their rights or as worth-adding services that improve efficiency and effectiveness. Thus, ICTs will offer reliable access to markets (Local, regional and International) through augmented use of

cheap communications (phone, email). ICT, broadly, permits for a discount in transaction prices, improved access to timely and usable information, improved communications with markets and inside the provision chain, acquisition of proper skills for the improvement of productivity, and improved information concerning new opportunities(Gunga,2019). Additionally to the communication structure, agro-industrial cooperatives will use many different tools to hurry up the method of adopting new technologies by their producers, like the articulation of public policies, advice for obtaining financing, offering differentiated credit lines, the establishment of targeted evaluation policies, organization of technical events, production of teaching materials, specialized technical assistance(Atsbaha, 2008)

2.6.4. Influence of bureaucracy as a factor the success of consumer cooperative.

According to Weber, (1947, p. 330), a bureaucracy is a "continuous organization of official functions sure by rules"). Rules, standards, and systematic procedures modify structural activities to be adjusted toward objectives. Also, every lower department is assumed to be under the regulator and supervision and directions of the next one. Also, according to Weber, (1947, p. 332)"Administrative acts, decisions, and rules are developed and documented in writing". Starting with Weber's studies at the finale of the nineteenth century, numerous researchers have examined the organizational structure and have disaggregated bureaucracy into its parts, using them as variables in analyzing organizational structure (Hall 1963). These variables include formalization of operating procedures, centralization of authority, and controls)(Ferrell & Skinner,1988a). Based on consumer cooperative in the studied area bureaucracy is one of the challenges that affect the quality of service to the customers or members of a consumer cooperative. The other influences of the bureaucracy are doing not offered standardized predetermined services to the members. Consumer cooperative in the studied area has clear written rules, policies, and procedures that are not indicated to alleviate the problem. Any major decision that an employee makes has to have this consumer cooperative controlled by the manager of the consumer cooperative.

2.6.5. Influence of corruption as a factor the success of consumer cooperative.

According to Harley & Anthony,(2009), Corruption is a term given to rent-seeking activity that involves public officials using their positions to acquire personal gain. The current economic approach to corruption can be categorized into two strands: one claiming that

corruption can be beneficial, and thus acts to grease the wheels; and the other claiming the exact opposite, that corruption is economic cancer with an economic impact similar to throwing sand at the wheels of an engine. In this second approach, corruption will not only slow the economic engine down, but at some point, it will cause it to stop operating all at once.

According to (Neven, 2004), the effect of age on the justifiability of corruption, a factor that has not received much attention in previous studies despite its importance. The researcher found out that age has been identified as an important determinant of other illegal activities: older people are on average more tax compliant and less likely to be involved in crime. According to Torgler & Valev,(2006), the document set used here shows that older people also are less likely to perceive corruption as justifiable. A traditionally high level of rule of law, and responsible system of governance, and low corruption are also related to a lower justifiability of corruption in our reference group (Torgler, 2003). The study conducted that all age groups from 30 to 65+ report a significantly lower justifiability of corruption than the reference group below 30. The proportion of persons age 65+ who report the lowest justifiability of corruption(Torgler, 2003). According to(Breen et al., 2015), notice that women in positions of influence are related to less corruption: female-owned businesses pay less in bribes, and corruption is seen as less of a hurdle in companies. Thus, the study discovers a strong age impact, monitoring in a multivariate analysis for additional factors. Being female instead of male will increases the probability of a individual stating that accepting a bribe is never(Torgler & Dong, 2011). This means that females have higher norms concerning bribery than males.

Swamy et al., (2001), found out that the relationship between gender and corruption and conjointly show that using micro-data that women are less involved in bribery, and are less likely to condone bribe-taking. This cross-country data disclosed that corruption is a smaller amount severe wherever women comprise a bigger share of the labor force, and where women hold a more share of parliamentary seats (Akhmetova, 2014). Alhassan-Alolo,(2007) carried out that on gender factors and corruption, each on the level of societies and individual economic actors. First, I review findings on the combined or country level, and then micro-level findings based on survey data. Third, there's a comparatively huge literature supported

experimental studies that reveal some gendered aspects of corruption. Lastly, I discuss some recent findings on how the gender result changes in different institutional environments. Based on experimental studies it isn't possible to arrive at any definitive conclusion regarding the gender-corruption association. Some studies do notice tendencies that recommend women might be less susceptible to corruption, whereas even additional studies fail to search out any important gender difference. With regard to consumer cooperatives in the studied area, corruption is the most factor that affects the success of consumer cooperation concerning age and gender. The research found out that in which stage age and gender differences in attitudes toward corruption on consumer cooperative members and age influences the justifiability of attitudes toward corruption in the members of a consumer cooperative.

2.7. Summary of Literature

The literature review sheds light on the performance and the importance of cooperatives in the socio-economic development of people. Under the success of cooperatives, a brief description of the types of cooperatives is found. The essential principles and values of cooperatives as the guidelines that strengthen cooperative movements are also highlighted. The benefits and indicators of performance are discussed. The literature reviewed supports that the independent variables under investigation have some influence on the dependent variable performance. These independent variables are membership size, level of education and training for leaders, level of income, and quality of management. The theoretical framework of the study is grounded on strategic management, pointing out that quality of management is a major theme of the study.

Research works reviewed do not point out anything about small-scale, non-commercial, and or less commercial cooperatives in woreda and more so the small marginalized or rural cooperatives. Hence this leads to the research gap that the research intends to address by including both small-scale and large-scale or commercial cooperatives in the area of the study.

2.8. Research gaps

The researcher observed during the literature review that there is a gap that needs to be filled on the factors that affect the success of consumer cooperative: In the kolfe keraniyo sub-city woreda-11 administration consumer cooperative office. According to Dejene & Getachew (2015), this study, however, focused on managerial factors looked at other variables that might have affected the success of agricultural marketing cooperatives in Becho Woreda. Smith, (2016), conducted a study to found out factors that influence the growth of saving and credit cooperatives societies in Kanya. This paper focused on influences of technology adoption, management skills, and influences of political interferences seen as other variables that might affect the growth of the cooperatives. Therefore, this study was limited to Kanya whose business environment could be different from Ethiopia in the kolfe sub-city woreda-11 administration consumer cooperative. Hence the study findings may not accept the importance of business setting in Ethiopia. (Neven, 2004), conducted a study on corruption and age, age has been identified as an important determinant of other illegal activities: older people are on average more tax compliant and less likely to be involved in crime. A generally high level of rule of law, an responsible system of governance, and low corruption may be associated with a lower justifiability of corruption in our reference group (Torgler, 2003). we use four dummy variables for age cohorts: AGE<30, AGE 30-49, AGE 50-64, and AGE 65+, with AGE<30 as a reference group, to better investigate the impact of age(Torgler et al., 2010). This study observed that all age groups from 30 to 65+ report a significantly lower justifiability of corruption than the reference group below 30. The proportion of persons of age 65+ who report the lowest justifiability of corruption is higher than for the reference age group. Swamy et al., (2001), the World Values Surveys are a set of surveys conducted a study to found out corruption and gender the relationship between gender and corruption and country data show that corruption is less severe where women hold a larger share of parliamentary seats and senior positions in the government bureaucracy and comprise a larger share of the labor force. This research focused on age reference group and gender differences in different firms susceptible to corruption. Hence, this study focused on in which stage gender differences in attitudes toward corruption on consumer cooperative members and in which stage age influences the justifiability of attitudes toward corruption in the members of a consumer cooperative. Based on this, there is a research gap which this study

searches to fill. Thus, this study tries to find to determine factors that affect the success of consumer cooperative in kolfe keraniyo sub-city woreda-11 administration cooperative office.

2.9. Conceptual Framework

The following conceptual framework was devised to show the relationship of dependent and independent variables of the study. According to Smith(2016) tried to find out whether inefficient technology, inadequate management skills, lack of members participation, and political interference could affect the growth of saving and credit cooperatives. These findings draw propositions in referred to factors that led to Malawian agricultural cooperatives sustainability problems which will later be tested an outsized sample within other parts of the country or region. From such experiences and lessons, it is recommended to establish an apex organization or secondary level cooperative at the district level to address governance, management, and market access problems, to improve the performance of cooperatives. Further, community sensitization is needed to increase memberships. In addition, policy interventions such as the provision of the infrastructure necessary for accessing market information and supportive regulatory framework that would allow a competitive market environment(Towera, 2011).

As Getahun Began (2016) has pointed out lack of the autonomy of the cooperatives and the interference of local administration, poor governance, and management, unable to provide basic goods adequately, timely & consistently was among others. However, there are issues regarding its weaknesses, especially in the management, financial, and members' participation('Aini et al., 2012)

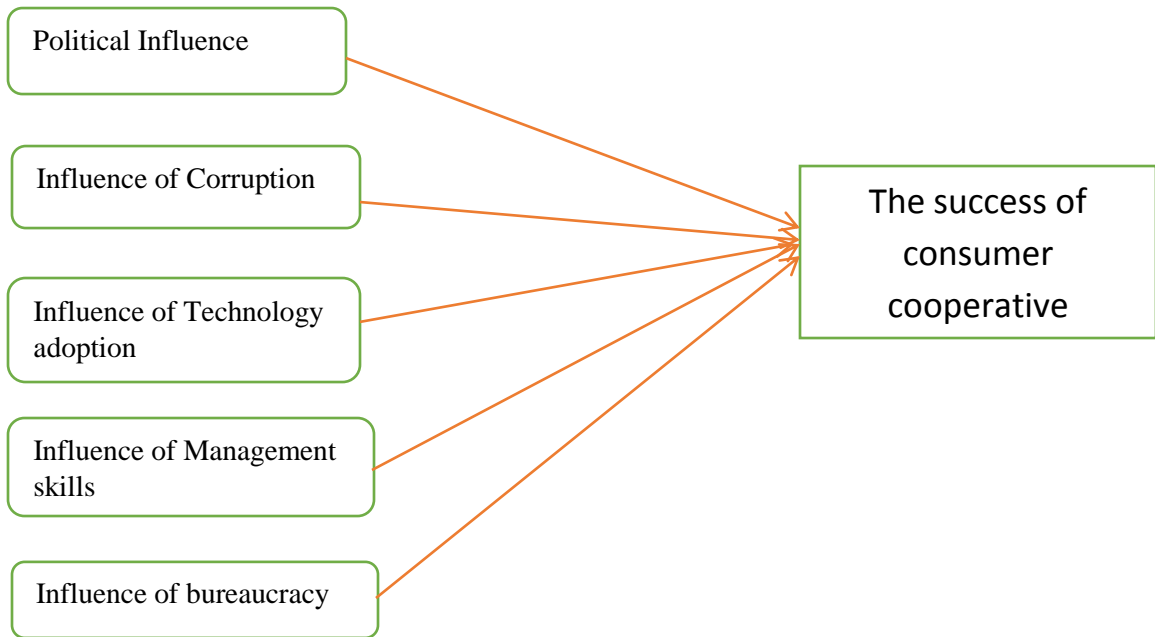


Fig 2.1: Conceptual Framework adapted by the author (Smith, 2016)

In the current study, there are five independent variables which are the influence of corruption, influence of technology adoption, influence of management skills, influence of bureaucracy, and political interference. These variables are observed to influence the success of consumer cooperative in kolfe keraniyo sub-city woreda-11 administration consumer cooperative office

CHAPTER THREE

3. Research Methodology

3.1. Research Design

This paper was to develop an in-depth understanding of the problems factor affecting the success of consumer cooperative in kolfe sub city woreda 11 administration consumer cooperative office.

The research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement, and analysis of data(KOTHARI, 2004). In this paper the descriptive and explanatory research design method has been used to describe, record, analyze, and interprets the nature of the problem understudy in its current status. Descriptive research design is that the researcher has no control over the variables; he has only reported what went on or what happening(KOTHARI, 2004). Explanatory research attempts to simplify why and the way there's a relationship between two or more aspects of a condition or phenomenon. Explanatory research tries to seek out explanations of observed phenomena, problems, or behaviors. It attempts to identify causal factors and outcomes of the target phenomenon(Biset Amene & Yadessa, 2018). Therefore, this study intends to assess and describe the existing factor that affects the success of consumer cooperative in the case of the woreda-11 administration cooperative office.

3.2. Research Approach

This research was focus on a mixed approach of using both quantitative and qualitative research for a better understanding of the contextual variables and their effects on the success of consumer cooperative within the woreda.

According to Biset Amene & Yadessa,(2018) (as cited in Moody/2002), Qualitative data was appropriate since meanings were based on expressions through words, and analysis was conducted through the use of conceptualization. The qualitative analysis aims to collect an in-depth understanding of human behavior and so reasons that govern such behavior. The researcher also uses this approach to fill the gap that has not been covered by the quantitative approach. Quantitative data is numerical data or data in the form of numbers that have been

analyzed by using statistical techniques. Quantitative research discusses the systematic empirical investigation of quantitative properties and phenomena and their relationship. However, this paper is highly focused on quantitative data.

3.3. Sampling Design

3.3.1 Population

According to Biset Amene & Yadessa,(2018), as cited in Bryman and Bell, (2013), Population refers to the whole that includes all observation or measurement of a given characteristic. The population is a well-defined setup or an assemblage of all elements about given characteristics. The population is that the universe of units from which the sample is to be selected. Consumer cooperatives were performing like different businesses but the most distinction is that the members are the owners and they are the most customers of the business and the members are different characteristics among them some of the manners are different level of income, educational level, and different living standard among members of consumer cooperative. Hence, the numbers of the community who were members of the consumer cooperative within the woreda have been selected as a target population and considered as sampling frame because they serve as key informants who have been a tremendous help in providing very vital information within the studied area and the members are the owners and they are the most customers of the consumer cooperative. The sampling frame had been representative of the population, the community who are 400 legally registered members of consumer cooperative within the woreda considered as a sample frame(Taherdoost, 2016).

3.3.2. Sampling Unit

Sampling is related to the selection of a subset of individuals from within a large population to estimate the characteristics of the whole population(Singh & Masuku, 2014). A sample unit is the smallest entity that has been provided one response. Ordinarily, the survey sample unit consists of individual people. Each person in the population had been a sample unit. The sampling unit is a decision that has been taken concerning a sampling unit before selecting the sample(KOTHARI, 2004). This paper involves two units of analysis. The major and primary unit of the sample is legally registered members of consumer cooperatives within the

woreda that are engaged in more activities in the consumer cooperative are considered as the first unit of the sample. Second, Board members, manager and employees that are facilitating the consumer cooperative have taken as a second unit.

3.3.3. Sampling Technique

The researcher has decided the type of sample that the technique has been used in selecting the items for the sample(KOTHARI, 2004). The researcher applied both probability and non-probability sampling methods in the sampling and selection process. Sampling techniques are broadly classified into 'Probability' and 'Non-probability' samples (Acharya et al., 2013). Probability sampling techniques are used inconclusive research. In probability sampling, each individual in the population has an equal chance of being selected in the sample. In the case of the non-probability sampling technique, the elements of the population do not have any know chance of being selected in the sample (Acharya et al.,2013). From the probability sampling method, the researcher uses a random sampling technique for 400 legally registered members of consumer cooperative within the woreda whereas the members of consumer cooperative are scattered over a wider area and a list is not readily available. In such cases, random sampling is usually adopted. Convenience/purposive sampling is the most commonly used sampling method. The sample is chosen on the source of the convenience of the investigator. Typically the respondents are selected because they are at the right place at the right time(Acharya et al., 2013). Purposive samplings, this technique, sampling units are selected according to the purpose. Purposive sampling provides a biased estimate and isn't statistically accepted. This technique can be used only for some specific purposes(Singh & Masuku, 2014). The researcher also uses purposive or judgmental sampling for acquiring data from Boards, managers, and employees of a consumer cooperative. A purposive sample is a form of non-probability sample in which the subjects selected seem to meet this paper's needs. This form of sampling generally considers the most common characteristics of the type it is desired to sample, tries to figure out where such individuals have been found, and then tries to study them(KOTHARI, 2004). Under judgmental sampling, experts in a particular field choose what they believe to be the best sample for this study in question. Judgment sampling involves special efforts to locate and gain access to the individuals who have the specified information.

3.3.4. The Sample Size

Sampling is related to the selection of a subset of persons from within a large population to estimate the characteristics of the entire population (Singh & Masuku, 2014). Sampling refers to the procedure through that we pick out from a set of units that make up the object of study (the population), the limited number of cases (sample) chosen according to criteria that modify the results obtained by studying sample to be extrapolated to the entire population (Corbetta, 2003). Although there are no general rules, the sample size usually depends on the population to be sampled. The researchers accept a maximum sampling error of 5% with a 95% level of confidence. To determine the sample size of the consumer cooperative members were randomly selected the total numbers of the members of the consumer cooperative within the woreda. Following this, to get the exact number of respondents, the formula given by Yemane (1967) is used.

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

Where N= the total population for members of a consumer cooperative.

e = sampling error estimated

n = total sample size which is taken from the calculation

So, the researcher sample is $n = \frac{400}{1+400(0.05^2)} = 200$

Based on this formula, 200 respondents have been used as the sample for this paper and the key information for this research was collected from 200 individual members of the consumer cooperative through a questionnaire by a cross-sectional survey to admit the objective of the paper.

3.4. Data Source

3.4.1. From the Primary Data

The primary data was collected through open-ended and close-ended questionnaires and Semi-structured interview methods. The detail of each data collection instrument was described as follows.

i. Questionnaire

According to Academy & Journal (1986) even if data for the organizational survey are often gathered directly from organizational members, through paper and pen or oral interviews by using electronic mail by less cost the researcher have been used by designing an open and close-ended questionnaire and distribute to the respondents and receive on paper rather in electronic mail because the situation of the respondents has not to support to distribute and receive a questionnaire on electronics way. Therefore, for this study, the researcher develops an appropriate questionnaire through by English language and translates it into the local language (Amharic) to avoid ambiguity of language to collect reliable information about the problem of this study from the respondents. The questionnaires have been two parts. The first part has been used to collect demographic data about the sample respondents, while the other parts have been used to collect data about factors that affect the success of consumer cooperative.

Furthermore, according to (Joshi et al., 2015) Psychometrics techniques are being developed, to have reliability and simple development it is found to be suitable for the questionnaires. So, this study investigates independent variable that affects the success of consumers' cooperative in the kolfe keraniyo sub-city woreda 11 administration consumer cooperative office have been measured items using by a five-point Likert format having a range of attitudes, for instance strongly disagree represented by 1, disagree by 2, neutral by 3, agree by 4 and strongly agree by 5. These scales have been used to test to what extent factors affecting the success of consumer cooperative: in the kolfe keraniyo sub-city woreda 11 consumer cooperative office.

ii. Semi-structured interview

A semi-structured interview guide was used. This is meant to allow more examining and taking an intensive discussion around the subject at hand, while at the same time keeping the focus of the research objectives (Kallio et al., 2016)

Interviews: I chose to conduct face-to-face interviews with board members, cooperative office managers, and office employees of the consumer cooperatives, to gain a better understanding of the factor affecting the success of consumer cooperatives. According to Towera,(2011) as cited in Marshall and Rossman (1999) face to face interactions in

qualitative research are important to help the researcher understand the meaning that participants attribute to human actions – their thoughts, beliefs, and values. The use of semi-structured and one-on-one interviews helped me to understand the factors affecting the success of consumer cooperative. The semi-structured interview guide provides a clear set of instructions for interviewers and can provide reliable, comparable qualitative data (Megel & Heermann, 1994). The data has been collected by interviewing 5 board members, 1 cooperative office manager, and 3, office employees. The interviews with board members, managers, and employees have been conducted in the local language (Amharic).

3.4.2. From Secondary Source

The secondary data was obtained from sources that include different kinds of literature that are published articles and journals, books, different websites, the internet, the sub-city, and the woreda consumer cooperative office annual report and organizational record documents.

3.5. Methods of Data Processing and sources

This research has been determining factors affecting the success of consumer cooperative in kolfe sub city woreda's 11 administration cooperative office. According to (Azmah et al., 2012), a survey using a Self-administered questionnaire has been developed and it was distributed to the respondents among 200 consumers cooperative members selected based on a simple random sampling procedure was used to select from the consumer cooperative members. Descriptive and explanatory research designs were select for this study. Purposive sampling has been used to select from the cooperative's board members, managers, and office employees. This paper uses both qualitative and quantitative research design and both primary and secondary data sources. All questionnaires have been handed out during face-to-face interviews held with participants.

3.6 Methods of Data Analysis

To meet the specific research objectives, both qualitative and quantitative data analysis was examined for the study purpose. Descriptive statistics like frequency distributions, tables, and inferential statistics like multiple linear regressions have been used to elicit meaningful information. The data entry and analysis have been performed by using Statistical Package for Social Science (SPSS) version 23.0

3.6.1 Model Specification

Inferential statistics like multiple regressions and Pearson correlation were used. Multiple regressions are used to determine the nature of the relationship between independent variables and the dependent variable (Azmah et al.,2012). Multiple regression analysis is described as a statistical technique that is used to analyze the relationship between one dependent variable and several independent variables (Uyanık & Güler,2013). The objective is to predict the dependent variable from known independent variables. The coefficient of multiple correlations is symbolized by the correlation R which indicates the strength of the correlation between the combination of the predictor variables and criteria variables Abdi, (2015).

The required assumptions of this multiple regression model are; the error variable (ϵ) is normally distributed, the mean value of the error variable is zero, the variance of the error variable is a fixed but unknown value, the values of the error variable are independent of one another, a relationship between the factor affecting the success of consumer cooperative was linear.

Regression analysis done by the utilization of an econometric model:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \epsilon$$

Where: Y= is the dependent variable indicating the success of consumer cooperative.

α = may be a constant term the worth of Y when all Xs are zero

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5,$ = are the regression co-efficient or change introduced in Y by each X

ϵ = is that the random error term accounting for all other factors not captured within the model.

X1= Political influence

X2= Influence of corruption

X3= Influence of bureaucratic

X4=Management skill influence

X5= Influence of Technology adoption

The magnitude of the regression coefficient was to help the researcher know the direction and magnitude of the relationship between the independent variables and the dependent variable.

The coefficient of determination R² is evaluated to determine the explanatory power of the model and how well data fit into the statistical model. The F statistic is evaluated to determine the overall significance of the models

3.7. Measurement

Reliability: Reliability, according to Chieochan et al.(2000) as cited in Sarantakos (1998) and Hair (1998) refers to the ability of an instrument to produce consistent results. Reliability is equivalent to consistency. Hair (1998) notes that Coefficient alpha, ranging between 0 to 1 is frequently used to estimate reliability when the instruments are developed by rating scales. Chieochan et al.(2000) as cited in Nunnally (1967), Thong, Yap (1995) and Smith (2016) notes that reliability of 0.5 to 0.6 is sufficient for the early stages of basic research. so we are confident of our scale at this stage of the analysis. The reliability of the constructs was assessed using Cronbach's and the results indicate that all the constructs have adequate a-values (>0.6) (Premkumar & Roberts, 1999) and also(see Neven (2004), Bauhr & Charron(2020), and Auzair & Langfield-Smith (2005). Additionally, the reliability of the scale was tested using Cronbach alpha and the results are given in Table 3.1.

Table. 3.1. Reliability test

Scales	Number of items	Cronbach's Alpha
Political influence (PI)	6	.822
Influence of Technological Adoption (IT)	9	.779
Influence of Management Skills (IM)	6	.857
Influence of bureaucracy (IB)	4	.793
Influence of Corruption (IC)	2	.862
Success of Consumer Cooperative (SCC)	11	.819
Entire scale (questionnaire)	38	.847

Source: Own Survey, 2021

Validity: Validity, on the other hand, refers to the extent to which the measurement measures what is intended to measure. The instrument was designed by taking into consideration the basic questions and consistent with the objective of the study. The validity of the questionnaire is confirmed by connoisseurs and its reliability was also supported by using Cronbach's alpha (Begna, 2016). The questions had been derived from relevant literature to ensure the validity of the questionnaire. The questioners had been adopted from previous research works that are related to this research.

3.8. Description of the Study Area

This research was carried out in Addis Ababa i.e., kolfe keraniyo sub-city woreda 11 administration consumer cooperative office. The woreda is located 15km east of Addis Ababa. It is bordered on the east by kolfe woreda 14 on the west by kolfe woreda 10 on the north by kolfe woreda 12 and on the south by Oromia lieu zone bureau. The climate condition of the woreda is woyin dega. It is consisting of 7 ketenes, 12 limate menders, and 52 limat blocks. The total population of the woreda is 48000 of which are men 22000 and 26000 women. The annual rainfall is 80mm that is good for urban farmers to production of vegetables' economy is based on small tailor trading

3.9. Ethical considerations

Ethics involves considering and taking into account the best code of behavior when dealing with other people to avoid negative effects on them in the process. According to Ker ridge et al (2005), ethics involves making a judgment about what is right and wrong behavior. This study involves the collection of sensitive information. The researcher first explained to the respondent the purpose of data collection. Then the respondents have been requested to voluntarily participate in data collection without pressure. The researcher treats the information that has been with almost propriety and confidentiality. The respondents' decisions to relate or not to relate certain information have been respected. Finally, is that the identity of the respondents have secrete since the researcher does not expect to write the names of respondents during questionnaire administration and all literature sources used in the literature review are acknowledged- no plagiarism

CHAPTER FOUR

4. DATA ANALYSIS AND INTERPRETATION

In this chapter, the gathered data has been analyzed and interpreted. The chapter consists of an introduction, respondents' demographic characteristics, descriptive statistics which are measured in terms of political influences (PI), influence of technology adoption (IT), influence of management skills (IM), influence of bureaucratic (IB), influence of corruption (IC), and the success of consumer cooperative (SCC). Items of the questionnaire on these variables were measured in Likert scale using five points ranging from 1=Strongly Agree to 5=Strongly Disagree. In addition, some demographic descriptions of the respondents are collected.

4.1. Response rate of respondents

After submitting the support letter to the woreda-11 administration consumer cooperative office to cooperate in providing the necessary data. The manager of the consumer cooperative office has given 200 legally registered members of the consumer cooperative by select their document. So, the manager arranges how to assess these respondents in an individual household because most of the participants are living in a different area in the woreda.

Thus, based on the prepared schedule 200 questionnaires are distributed to the participants and from these 7-respondents i.e., 5-male and 2-female did not return the questionnaires. Because of this reason, 96.5% of the distributed questionnaires are collected almost all respondents respond their view correctly.

Table. 4.1. Response rate of respondents

No	Data collection tool	No, of respondents	No, answered	Response rate
1	Questionnaires	200	193	96.5%
2	Interviews	9	9	100%

Source: own, 2021

Regarding on interview 9 participants is participated such as 5-board members, 1-office manager, and 3-office employees. The participants of an interviewee share their idea with the practical knowledge for semi-structured interview questions.

4.2. Demographic Characteristics of Respondents

Regarding the demographic variables of the respondents, their sex, age group, marital status, level of education, and average monthly income were used for the description of the study respondents. Accordingly, regarding the sex of the respondents, the majority of the 56.5% were males while the remaining 43.5% were female respondents. This reflects the composition of respondents, clearly showing the slight dominance of males.

Regarding the age composition of the respondents, 37.8% and 28.0% of them were in the age group 29-39 and 40-50years while the lowest concentration of the respondents which made up 16.6%, 9.8%, and 7.8% fall in the age ranges 51-60 years, 18-28 years, and above years, respectively.

Concerning the marital status of respondents, more than half of the 66.8% were married individuals while the remaining 15.0%, 9.8%, and 8.3% of the respondents consist of single, divorced, and widowed individuals respectively. About the level of education of the respondents, 38.9% and 25.9% of the total respondents were in the 1-8th grade and 10th complete group respectively. While the remaining 9.8%, 11.4%, 7.8%, 6.2% of the respondents were 12th complete, diploma holders, first-degree holders, and second-degree and above holders respectively.

Lastly, regarding the average monthly income of respondents, the larger group 38.3% and 19.2% of them consist of individuals in the income group 2001-3000 birr and less than 2000

birr respectively. This followed by 19.2% of the respondents whose income is between the range 3001-4000 birr. The remaining respondents 11.9% and 7.8% had income between the range above 5000 birrs and 4001-5000 birr respectively. Based on this more than 80% of the respondents had income less than 4000 birrs monthly.

Table. 4.2. Demographic Characteristics of Respondents

Demographic characteristics		Frequency	Percentage
Gender of Respondents	Male	109	56.5%
	Female	84	43.5%
Age of Respondents	18-28	19	9.8%
	29-39	73	37.8%
	40-50	54	28.0%
	51-60	32	16.6%
	above 60	15	7.8%
Marital status of the Respondents	Single	29	15.0%
	Married	129	66.8%
	Divorced	19	9.8%
	Widowed	16	8.3%
Educational level of Respondent	1-8 th grade	75	38.9%
	10th complete	50	25.9%
	12th complete	19	9.8%
	Diploma	22	11.4%
	First degree	15	7.8%
	Second degree and above	12	6.2%
Average Monthly Income	less than 2000	44	22.8%
	2001-3000	74	38.3%
	3001-4000	37	19.2%
	4001-5000	15	7.8%
	above 5000	23	11.9%
Total		193	100%

Source: Own Survey, 2021

4.3. Descriptive Statistics

This section represents the respondent's perception of the independent and dependent variables. Research participants were asked to indicate the extent to which they agreed and disagree with statements relating to the variables under the study of the five-point Likert scale (5= strongly agree to 1= strongly disagree).

A mean of 3.0 is measured neutrality on the test of variables. Standard deviation was used to indicate variation from the mean. A low standard deviation shows that points have to be very close to the mean, whereas a high standard deviation shows that the data is spread above a large range of values.

Descriptive statistics in the form of mean and standard deviation were presented to illustrate the level of agreement of the respondents with their implications of the company. The responses of the respondents for the variables shown below were measured on a five-point Likert scale with 1= strongly disagree, 2= disagree, 3 = neutral, 4= agree and 5= strongly agree. However, while interpreting the results of mean the scales were reassigned as follows to make the interpretation easy and clear.

This formula is adapted according to Vichea,(2005) as cited in DEGEFA, (2017), with 5-point scales, the interval for breaking the range in measuring each variable is calculated by $5-1/5= 0.8$. That is statements with scores that fall between the ranges of: 4.20 – 5.00 are measured as s. agreed; 3.40 – 4.09 as agreed: 2.60 – 3.39 as Neutral; 1.08 – 2.59 as disagree and 1.00 – 1.79 s. disagree

Interview results are also presented along with the results of the questionnaire. Data from questionnaires were processed by the SPSS program in terms of frequency, mean, and standard deviation.

4.3.1. Political Influences (PI)

Concerning the political influence on the consumer cooperatives, the following items were presented for respondents using the Likert scale rating system consists of strongly Disagree = 1, Disagree = 2, Neutral = 3 Agree = 4 strongly, and Agree = 5. The mean and standard deviation of each item were also presented as follows

Table 4.3. Political Influences (PI)

Items	Responses					Mean	Standard Deviation
	1	2	3	4	5		
The consumer cooperative has members who are politicians	15(7.8%)	52(26.9%)	6(3.1%)	81(42.0%)	39(20.2%)	3.40	1.288
Interference of political persons has affected the success of consumer cooperative	-	31(16.1%)	18(9.3%)	83(43.0%)	61(31.6%)	3.90	1.023
In consumer cooperative the annual general meetings are normally chaotic due to internal politics	8(4.1%)	81(42.0%)	35(18.1%)	69(35.8%)	-	2.85	.963
In consumer cooperative the management committee is hardly independent in their decisions	68(35.2%)	90(46.6%)	16(8.3%)	15(7.8%)	4(2.1%)	1.95	.967
Election of consumer cooperative officials is rarely transparent in the members of the cooperative.	15(7.8%)	45(23.3%)	12(6.2%)	91(47.2%)	30(15.5%)	3.39	1.221
Members of the consumer cooperative are leaving for other cooperatives due to internal politics	18(9.8%)	84(43.5%)	33(17.1%)	53(27.5%)	4(2.1%)	2.68	1.045

Based on the results presented in the above table, two items have fallen on the agreement range (mean = 3.4 - 4.19); the highest mean value was gained for the item whether the interference of political persons has affected the success of consumer cooperative (mean = 3.9, and SD = 1.02), while followed by the consumer cooperative has members who are politicians (mean = 3.4 and SD 1.2) and with the lowest mean value item which asks whether in consumer cooperative the management committee is hardly independent in their decisions (mean = 1.95 and SD = .96). The remaining items fall in the neutral range (mean = 2.6 – 3.39).

This implies that the studied consumer cooperative has members who are politicians, as well as the interference of political persons, which has affected the success of the consumer

cooperative. Which indicates the presence of political influence on the decisions and other activities of the consumer cooperative?

4.3.2. Influence of basic Technology Adoption (IT)

The following items were used to test the influence of Technology Adoption (IT) on the success of consumer cooperatives.

Table 4.4. Basic technological adoption

Items		Frequency	Percentage
The consumer cooperative office has Computer Hardware	Yes	171	88.6%
	No	22	11.4%
The consumer cooperative office has Computer Software	Yes	123	63.7%
	No	70	36.3%
The consumer cooperative office is connected to the internet	Yes	-	-
	No	193	100.0%

Three YES or No questions were presented to assess the presence of technological facilities adoption such as computer hardware, computer software, and coverage of internet service in the studied consumer cooperatives. Accordingly, the largest majority 88.6% of respondents have confirmed the presence of computer hardware in their consumer cooperatives while 63.7% of the respondents have acknowledged the presence of software in their cooperatives. On the other hand, all of the respondents 100% have reported that the consumer cooperatives have not been connected to the internet.

These results have shown that in terms of technology adoption, most consumer cooperatives currently have computer software and hardware in their office for various activities of the cooperatives. However, the results also confirmed that these consumer cooperatives have no access to internet service at all.

Additionally, similar to the Political Influences scale, the following items on Influence of Technology Adoption using Likert scale rating system consists of strongly Disagree = 1, Disagree = 2, Neutral = 3 Agree = 4 strongly, and Agree = 5.

4.3.3. Influence of Technology Adoption (IT)

Table 4.5. Influence of Technology Adoption (IT)

Items	Responses					Mean	Standard Deviation
	1	2	3	4	5		
In consumer cooperative the technology will allow us to better communicate with our business partners.	36(18.7%)	36(18.7%)	8(4.1%)	87(45.1%)	26(13.5%)	3.16	1.381
Technology is a challenge affect the success of consumer cooperative	8(4.1%)	38(19.7%)	23(11.9%)	75(38.9%)	49 (25.4%)	3.62	1.181
Computerization has reduced fraud in the consumer cooperative	4(2.1%)	82(42.5%)	15(7.8%)	88(45.6%)	4(2.1%)	3.03	1.025
Adoption of the technology will provide timely information for decision making in consumer cooperative	7(3.6%)	88(45.6%)	27(14.0%)	67(34.7%)	4(2.1%)	2.86	1.008
The consumer cooperative manager enthusiastically supports the adoption of these new technologies	99(51.3%)	79(40.9%)	7(3.6%)	8(4.1%)	-	1.61	.750
Computerization improves the quality of Work in the consumer cooperative	3(1.6%)	15(7.8%)	7(3.6%)	114(59.1%)	54(28.0%)	4.04	.877

In view of the outcomes introduced in the above table, only two items have fallen on the agreement range which asks whether computerization improves the quality of work in the consumer cooperative (mean = 4.04, and SD = .87)., and whether technology is a challenge affect the success of consumer cooperative (mean =3.62, SD = 1.1). Only one item fall in the disagreement range (mean = 1.08 – 2.59) which asks whether the consumer cooperative manager enthusiastically supports the adoption of these new technologies (mean = 1.61 and SD .75). The remaining four items fall in the range of neutrality.

These descriptive results imply that computerization and other technological adoptions progress the excellence of work in the consumer cooperative and technology-related encounters distress the accomplishment of consumer cooperative in a pronounced way.

4.3.4. Influence of Management Skills (IM)

Table 4.6. Influence of Management Skills (IM)

Items	Responses					Mean	Standard Deviation
	1	2	3	4	5		
Consumer cooperative often offers management training to the co-operative officials to impact skills	49(25.4%)	114(59.1%)	7(3.6%)	19(9.8%)	4(2.1%)	2.04	.934
management committee and staff of the consumer cooperative have managerial skills	58(30.1%)	88(45.6%)	36(18.7%)	11(5.7%)	-	2.00	.848
Staff training in management helps improve the success of the consumer cooperative	-	-	7(3.6%)	113(58.5%)	73(37.8%)	4.34	.547
Lack of co-operative training in management skills to society officials leads to mismanagement of the consumer cooperative	3(1.6%)	18(9.3%)	8(4.1%)	122(63.2%)	42(21.8%)	3.94	.879
The consumer cooperative offers management training skills to its members?	79(40.9%)	90(46.6%)	12(6.2%)	8(4.1%)	4(2.1%)	1.80	.887
The consumer cooperative is aware of cooperative training providers who offer relevant management skills.	36(18.7%)	75(38.9%)	46(23.8%)	36(18.7%)	-	2.42	.998

Regarding the results of the influence of management skills, the items that fall in the agreement range includes; whether staff training in management helps improve the success of the consumer cooperative (mean = 4.34, and SD = .54), and whether lack of co-operative training in management skills to society officials leads to mismanagement of the consumer cooperative (mean = 3.9 and SD = .87). While the reaming items fall in the neutral range.

The above outcome suggests that staff preparing in administration improves the accomplishment of the consumer cooperative and lack of co-operative training in management skills to society officials leads to mismanagement of the consumer cooperative.

4.3.5. Influence of Bureaucratic (IB)

Table 4.7. Influence of Bureaucratic (IB)

Items	Responses					Mean	Standard Deviation
	1	2	3	4	5		
In consumer cooperative Customers spend days, or weeks to get services	11(5.7%)	64(33.2%)	32(16.6%)	75(38.9%)	11(5.7%)	3.06	1.086
In consumer, cooperative Customers are offered standardized predetermined services.	53(27.5%)	106(54.9%)	19(9.8%)	15(7.8%)	-	1.98	.829
In consumer cooperative written rules, policies and procedures are clearly indicated?	52(26.9%)	81(42.0%)	3(1.6%)	50(25.9%)	7(3.6%)	2.37	1.231
Any major decision that employee make has to have this consumer cooperative manager approval	8(4.1%)	76(39.4%)	7(3.6%)	83(43.0%)	19(9.8%)	3.15	1.170

Regarding the influence of bureaucracy on consumer cooperatives; the responses fall in the disagreement range for the item which asks whether in consumer cooperative customers are offered standardized predetermined services (mean = 1.98, and SD = .82). The result of the remaining items falls in the neutral range (Mean = 2.60 – 3.39).

This result implies that consumer cooperative customers are not offered standardized predetermined services for customers.

4.3.6. Influence of Corruption (IC)

Table 4.8. Influence of Corruption (IC)

Items		Frequently	Percentage	Mean	Standard Deviation
In which stage gender differences in attitudes toward corruption on consumer cooperative members (male)	Strongly disagree	36	18.7%	2.52	1.109
	Dis agree	78	40.4%		
	Neutral	21	10.9%		
	Agree	58	30.1%		
	Strongly agree	-	-		
In which stage gender differences in attitudes toward corruption on consumer cooperative members (female)	Strongly disagree	8	4.1%	2.66	.966
	Dis agree	109	56.5%		
	Neutral	16	8.3%		
	Agree	60	31.1%		
	Strongly agree	-	-		
In which stage age influences the justifiability of attitudes toward corruption in the members of consumer cooperative:	Less than 30	53	27.5%	2.14	.933
	30-49	79	40.9%		
	50-64	42	21.8%		
	above 65	19	9.8%		

As the responses of the items are presented in the above table, the responses fall in the disagreement range for items that ask whether males and females differ in their attitude toward corruption on consumer cooperative members. The result showed a slightly larger result for females. Additionally, the largest age group for corruption to prevail was found 30 – 49 years of age.

The above results showed that in terms of gender females were found to be susceptible to corruption matters in the consumer cooperatives, while in terms of age range 30 – 49 years of age have the highest tendency to be corrupt and the abuse of entrusted power for a private gain against the interest of consumer cooperatives.

4.3.7. Success of Consumer Cooperative (SCC)

Table 4.9. Success of Consumer Cooperative (SCC)

Items	Responses					Mean	Standard Deviation
	1	2	3	4	5		
Their overall performances	44(22.8%)	85(44.0%)	4(2.1%)	56(29.0%)	4(2.1%)	2.44	1.189
adequacy of consumer goods they provide to the community	44(22.8%)	89(46.1%)	24(12.4%)	36(18.7%)	-	2.27	1.015
quality of goods and services	8(4.1%)	101(52.3%)	18(9.3%)	66(34.2%)	-	2.74	.983
timely supply of basic goods and services	50(25.9%)	91(47.2%)	8(4.1%)	44(22.8%)	-	2.24	1.078
treatment of customers or service users	-	67(34.7%)	11(5.7%)	111(57.5%)	4(2.1%)	3.27	.968
Fairness of prices of goods and services	-	42(21.8%)	3(1.6%)	113(58.5%)	35(18.1%)	3.73	1.000
Consistency of supply of essential goods/commodities	107(55.4%)	67(34.7%)	11(5.7%)	4(2.1%)	4(2.1%)	1.61	.854
location of the shops/ accessibility	13(6.8%)	89(46.8%)	39(20.5%)	49(25.8%)	-	2.65	.940
Generate income	11(5.7%)	64(33.2%)	32(16.6%)	75(38.9%)	11(5.7%)	3.06	1.086
Promotion	53(27.5%)	106(54.9%)	19(9.8%)	15(7.8%)	-	1.98	.829
Increase number of members	52(26.9%)	81(42.0%)	3(1.6%)	50(25.9%)	7(3.6%)	2.37	1.231

Concerning the success of consumer cooperatives, the response falls in the agreement range for an item that asks about the fairness of prices of goods and services (mean = 3.73 and SD = 1.0). Some of the items also fall in the disagreement range which includes whether consumer cooperatives overall performances (mean = 2.44 and SD = 1.18), whether adequacy of consumer goods they provide to the community (mean = 2.27, and SD = 1.01), timely supply of basic goods and services (mean = 2.24, and SD = 1.078), consistency of supply of essential goods/commodities (mean = 1.61, and SD = .85), Promotion (mean = 1.98

and SD = .82), and Increase number of members (mean = 2.37 and SD = 1.23). While the remaining items fall in the neutral range.

Based on the above descriptive results, the consumer cooperatives are successful in providing fairness of prices of goods and services for their customers. However, these consumer cooperatives are falling behind in terms of overall performances, the sufficiency of consumer goods they provide to the community, timely supply of basic goods and services, consistency of supply of essential goods/commodities, and lack of promotion. Thus, the studied cooperatives have problems such as lack of adequate products based on their customers' needs, and lack of timelines of supply of basic goods and services.

4.4. Correlational Results

Table 4.10 Correlational Matrix of variables

		SCC	PI	IT	IB	IC	IM
SCC	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	190					
PI	Pearson Correlation	.684**	1				
	Sig. (2-tailed)	.000					
	N	190	193				
IT	Pearson Correlation	.417**	.284**	1			
	Sig. (2-tailed)	.000	.000				
	N	190	193	193			
IB	Pearson Correlation	-.018	-.155*	.004	1		
	Sig. (2-tailed)	.809	.032	.953			
	N	190	193	193	193		
IC	Pearson Correlation	-.016	-.035	.053	.004	1	
	Sig. (2-tailed)	.828	.632	.461	.954		
	N	190	193	193	193	193	
IM	Pearson Correlation	.525**	.369**	.229**	.075	-.004	1
	Sig. (2-tailed)	.000	.000	.001	.301	.951	
	N	190	193	193	193	193	193
**. Correlation is significant at the 0.01 level (2-tailed).							
*. Correlation is significant at the 0.05 level (2-tailed).							

Based on the correlational result offered in the above table, some of the independent variables have a positive and significant relationship with the dependent variable SCC. These variables include; PI $r=.684$, IT $r = .417$, and IM $r =.525$ ($\text{sig}<0.01$). Whereas the remaining two variables have a negative and insignificant relationship with the SCC these variables are IB $r = -.018$ and IC $r = -.016$ and $\text{sig} >0.05$.

4.5. Regression results

Regression analysis is a statistical measurement used for estimating the relationships among variables. It enables to determine the strength of the relationship between variables and the predictive power of the independent variables on the dependent variable. In short, regression helps a researcher understand to what extent the change of the value of the dependent variable causes the change in the value of the independent variables, while other independent variables are held unchanged. Regression analysis is a way of statistically sorting out the variables that have indeed an impact. Whereas there are many sorts of regression analysis, at their core all of them examine the influence of one or more independent variables on a dependent variable. The following part also presents the regression analysis of regression.

4.5.1. Linearity Test

The linearity of associations between the dependent and independent variables can be tested by looking at the P-P plot for the model. The nearer the dots lie to the diagonal line, the nearer to normal the residuals are distributed. As depicted in the below graph, the visual inspections of the p-p plot revealed that there exists a linear relationship between the dependent and independent variables.

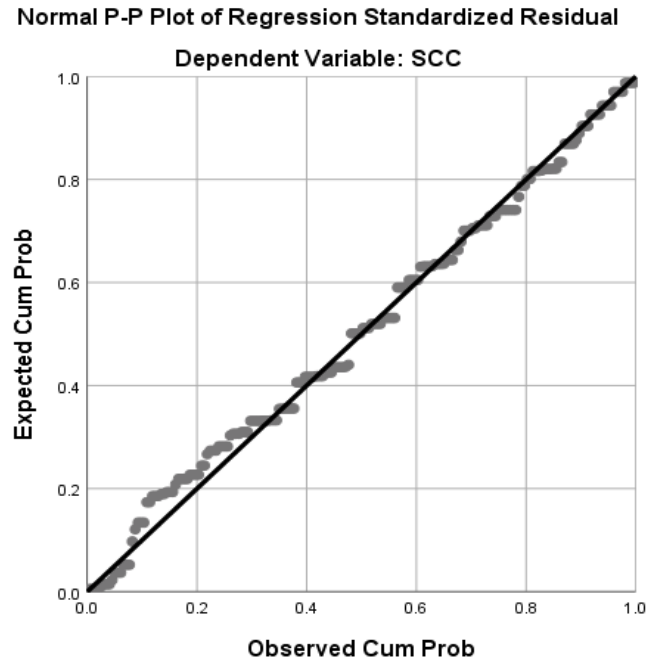


Fig 4.1: P-P Plot of Regression Standardized Residual

4.5.2. Homoscedasticity Test

The assumption of homoscedasticity refers to the equal variance of errors across all levels of the independent variables (Osborne & Waters, 2003). This implies it requires an even distribution of residual terms or homogeneity of error terms throughout the data. Homoscedasticity can be checked by visual examination of a plot of the standardized residuals by the regression standardized predicted value (Osborne & Waters, 2003). If the error terms are distributed randomly with no certain pattern, the problem is not detrimental for analysis. The scatterplot in Fig 3 shows that the standardized residuals in this research are distributed evenly which shows that no violation of homoscedasticity.

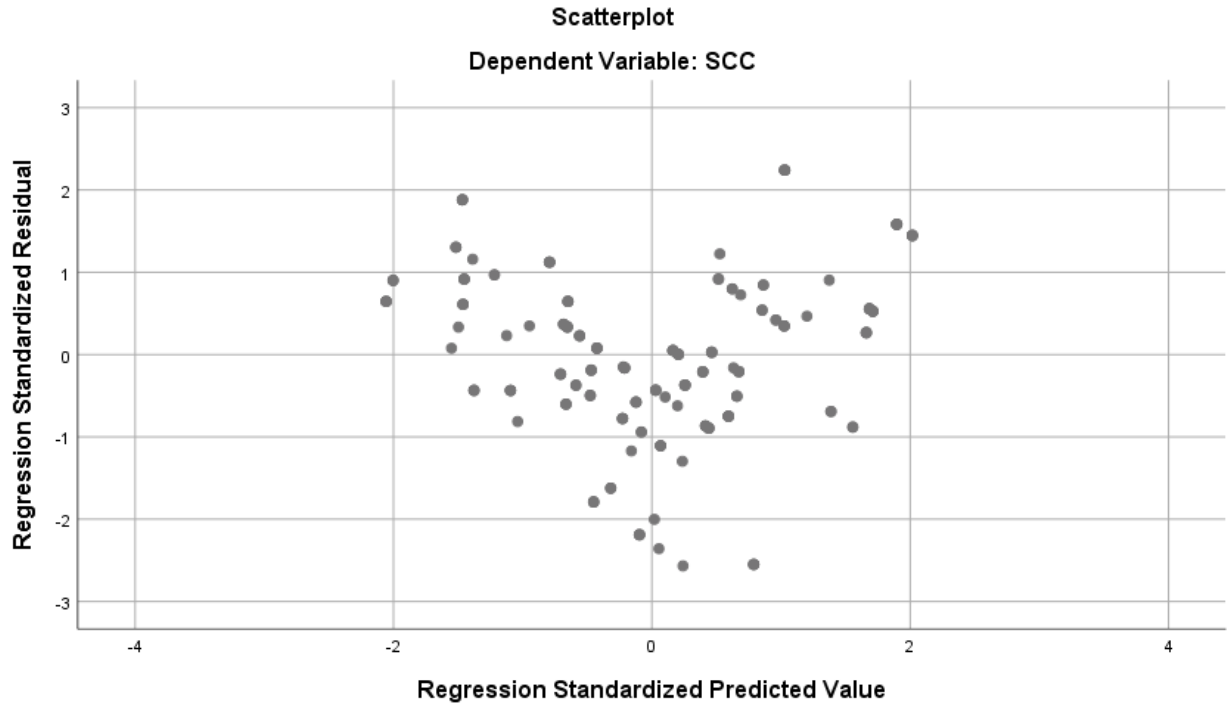


Fig 4.2.: Scatterplot of standardized residuals

4.5.3. Auto Correlation (Durbin Watson Test)

Autocorrelation or independence of errors refers to the assumption that errors are independent of one another, implying that subjects are responding independently (Stevens, 2009). Durbin-Watson statistic can be used to test the assumption that our residuals are independent (or uncorrelated). This statistic can differ from 0 to 4. For this assumption to be met, the Durbin-Watson value needs to be close to 2 (Stevens, 2009). Values below one and above three are problematic and cause for concern. To check this assumption, we need to look at the Model Summary box presented below.

Table 4.11: Durbin Watson statistics

Model	Std. Error of the Estimate	Durbin-Watson
1	.28747	1.991
a. Predictors: (Constant), IM, IC, IB, IT, PI		
b. Dependent Variable: SCC		

Table 4.10 above reveals that errors are responding independently, and autocorrelation is not a concern with the Durbin-Watson value of 1.991. Therefore, it is possible to say the autocorrelation test has been met.

4.5.4. Normality Test

Multiple regressions require the independent variables to be normally distributed. This suggests that errors are normally distributed, and which a plot of the values of the residuals can approximate a normal curve (Keith, 2006).

According to Yonas Hailemichael Serbass,(2019) as cited in Keith,(2006), frequency distribution comes in many various shapes and sizes. Therefore, it's quite necessary, to possess some general description for common sorts of distributions. In a perfect world, our data would be distributed symmetrically around the center of all scores. As such, if we tend to draw a vertical line through the middle of the distribution then it ought to look similar on both sides. This is often referred to as normal distribution and is characterized by a bell-shaped curve. This shape mostly implies that the majority of scores lie around the middle of the distribution. The normal distribution graph was shown in Fig 4 below and exposed that the assumption of normality has been met.

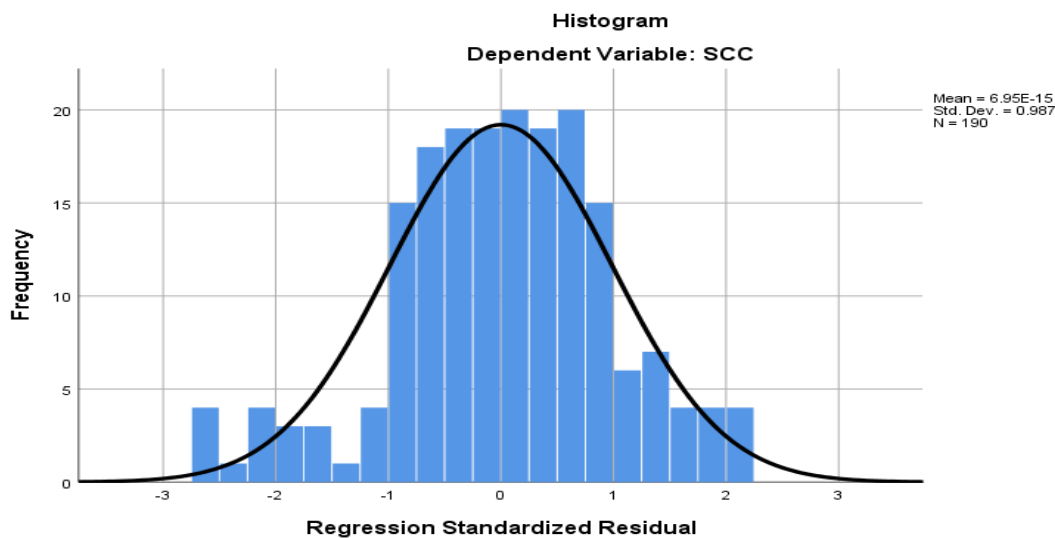


Fig 4.3. Normality Test

4.5.5. Multi-collinearity test of the independent variable.

Multi-collinearity exists whenever an independent variable is highly correlated with one or more of the other independent variables in a multiple regression equation are a problem because it undermines the static significance of an independent variable. For this study, result of a multi-collinearity test of the dependent variables displayed in the following table.

Tables 4.12. Multi-collinearity test of the independent variable.

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
PI	.704	1.420
IT	.896	1.116
IB	.934	1.070
IC	.995	1.005
IM	.739	1.353

a. dependent variable: SCC

Source: own survey 2021

Note: - VIF = variance inflation factor.

TOL= Tolerance

The variation inflation factor is a measure of the reciprocal of the complement of the inter-correlation among the independent variables. The decision rule is a variable whose VIF value is greater than 10 indicates the possible existence of the multi-collinearity problem. Tolerance is a statistic used to show the variability of the specified independent variable that is not explained by another independent variable in the model. It is also used by many researchers to check on the degree of Collinearity. The decision rule for tolerance is a variable whose value is less than 0.1 shows the possible existence of a multi-collinearity problem.

From the above table information, all VIF variables less than 10 and all tolerance is greater than 0.1, therefore, this study has no multi-collinearity problem.

4.6. Multiple Regression Model Results

Table 4.13. Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751	.564	.552	.28747
a. Predictors: (Constant), IM, IC, IB, IT, PI				
b. Dependent Variable: SCC				

Based on the model summary of the predictor variables presented above PI, IT, IM, IB, and IC their correlation coefficient with the dependent variable SCC is .751 which indicates the presence of high correlation between the dependent and the independent variables as a whole.

Additionally, these independent variables in combination of namely; PI, IT, IM, IB, and IC explain 56.4% of variability on the dependent SCC since R square value is .564 while .436% of the variability on the dependent variable caused by different factors that are not included during this study.

Table 4.14. ANOVA Results

ANOVA						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	19.694	5	3.939	47.663	.000
	Residual	15.206	184	.083		
	Total	34.900	189			
a. Dependent Variable: SCC						
b. Predictors: (Constant), IM, IC, IB, IT, PI						

The ANOVA table above shows the existence of a significant regression model that predicts the dependent variable based on the model's independent variable (F statistics 47.663, P-value <0.01).

4.7 Regression analysis coefficients

To examine the significant factors that affect the SCC; PI, IT, IB, IC, and IM multiple regression were computed.

Table 4.15 Regression coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.010	.301		.032	.974
	PI	.412	.045	.526	9.078	.000
	IT	.163	.040	.211	4.095	.000
	IB	.047	.049	.048	.953	.342
	IC	-.010	.053	-.010	-.197	.844
	IM	.350	.089	.223	3.934	.000

a. Dependent Variable: SCC

Based on the coefficient table the following regression model or formula is constructed to predict the success of consumer cooperative. Three independent variables PI, IT, and IM were found to predict the dependent variable (P-value < 0.05) significantly. As shown the regression result PI is the first factors affect the SCC by 0.526, IM and IT are factors affect the SCC by 0.223, 0.211 second and third respectively. The remaining two variables; IB, and IC were not significant to predict the SCC p-value >0.05 because they might be the respondents are lack of information about the corruption ,transparency problem and mostly the corruption practices are exercised on board members and manager. Based on the regression equation established taking all five independent variables are held constant the success of consumer cooperative would be 0.010. Accordingly, the following regression model has been devised to predict the dependent variable based on the three significant independent variables.

$$SCC = .010 + 0.412PI + 0.163IT + 0.350 IM$$

4.8. Summary of results of the interview

Various respondents have been interviewed to support the data collected through the questionnaire. The first question was asked to uncover the basics of consumer cooperatives working in the study area. according to the result has found that the consumer cooperative is a cooperative that owned the consumer who is a member of the consumer cooperative and the main objective is providing high-quality products at a low price to consumers and it operated in the interest of their members of a consumer cooperative.

The interview was conducted with various staff members of the consumer cooperatives such as in the positions of management, finance, and other positions.

Based on the interviews, the major rights and duties of the consumer cooperative are: -

- Provide quality of goods and services to the members
- Provide consistency of supply of essential goods/commodities
- Provide fairness of prices of goods and services
- Provide timely supply of basic goods and services

However, based on the descriptive results of the questionnaire, timeliness, and consistency of supply of essential goods/commodities were not effective.

Regarding the controlling mechanisms of consumer cooperative; the following results were gained. The controlling mechanisms include;

- By creating a daily checklist each task to evaluate the work
- By assessment of daily work report
- By using check and balance store man and salesman based on receipts/invoice
- By using annually audit system

The interview also presented question which seeks to discover the major factors that constrain efficiency and goal achievement of the consumer cooperative, accordingly, the interview result showed that the major factors are the following; -

- Inefficient management,
- Distribution area/shop
- Weak administration support
- Shortage of finance
- Policy problem
- Inaccessibility infrastructure

Regarding the major remedial to solve the frequently occurring problems of consumer cooperatives includes; -

- Put clear policy and strategy
- Continence daily work evaluation
- Government support
- Efficient management

CHAPTER FIVE

SUMMARY FINDING, CONCLUSION, AND RECOMMENDATIONS

5.1. Introduction

The objective of this study was to assess factors affecting the success of consumer cooperative: in the Kolfe sub city. Based on the findings of this study, the following conclusions and recommendations were made;

5.2. Summary findings

- Regarding the demographic variables of the respondents, their sex, age group, marital status, level of education and average monthly income were used for the description of the study respondents.

Regarding the sex of the respondents, the majority of them 56.5% were males while the remaining 43.5% were female respondents.

Regarding the age composition of the respondents, 37.8% and 28.0% of them were in the age group 29-39 and 40-50 years while the lowest concentration of the respondents which made up 16.6%, 9.8%, and 7.8% fall in the age ranges 51-60 years, 18-28 years, and above years, respectively.

Concerning the marital status of respondents, more than half of them 66.8% were married individuals while the remaining 15.0%, 9.8%, and 8.3% of the respondents consists of single, divorced, and widowed individuals respectively

About the level of education of the respondents, 38.9% and 25.9% of the total respondents were in 1-8th grade and 10th complete group respectively. While the remaining 9.8%, 11.4%, 7.8%, 6.2% of the respondents were 12th complete, diploma holders, first degree holders, and second degree and above holders respectively

Regarding the average monthly income of respondents, the larger group 38.3% and 19.2% of them consist of individuals in the income group 2001-3000 birr and less

than 2000 birr respectively. Based on this more than 80% of the respondents had income less than 4000 birr monthly.

- Based on the correlational, some of the independent variables have a positive and significant relationship with the dependent variable SCC. These variables include; PI $r=.684$, IT $r = .417$, IM $r =.525$ (sig<0.01). Whereas the remaining two variables have a negative and insignificant relationship with the SCC these variables are IB $r = -.018$ and IC $r = -.016$ and sig >0.05.
- Concerning the political influence on the consumer cooperatives two items have fallen on the agreement range (mean = 3.4 - 4.19); the highest mean value was gained for the item whether the interference of political persons has affected the success of consumer cooperative (mean = 3.9, and SD = 1.02), while followed by the consumer cooperative has members who are politicians (mean = 3.4 and SD 1.2). This implies that the studied consumer cooperative have members who are politicians as well as the interference of political persons has affected the success of consumer cooperative.
- Regarding to technology adoption only two items have fallen on the agreement range which asks whether computerization improves the quality of work in the consumer cooperative (mean = 4.04, and SD = .87), and whether technology is a challenge affect the success of consumer cooperative (mean =3.62, SD = 1.1). The results imply that computerization and other technological adoptions progresses the excellence of work in the consumer cooperative.
- Based on the results of influence of management skills, the items fall in the agreement range includes; whether staff training in management helps improve the success of the consumer cooperative (mean = 4.34, and SD = .54), and whether lack of co-operative training in management skills to society officials leads to mismanagement of the consumer cooperative (mean = 3.9 and SD = .87).
- Regarding the influence of bureaucracy on consumer cooperatives; the responses fall in the disagreement range for the item which asks whether in consumer cooperative customers are offered standardized predetermined services (mean = 1.98, and SD =

.82). Hence, consumer cooperative office is not offered standardized predetermined services for customers.

- According to the responses fall in the disagreement range for items which asks whether males and females differ in their attitude toward corruption on consumer cooperative members. The result showed slightly larger result for females. Additionally, the largest age group for the corruption to prevail was found 30 – 49 years of age.
- Concerning the success of consumer cooperatives, the response fall in the agreement range for item which asks about fairness of prices of goods and services (mean = 3.73 and SD = 1.0) and another items are not fall to success.
- In general, the findings of the study show that the three variables influence of political ,influence of technology and influence to management skills marketing have a positive and significant relationship with the success of consumer cooperative and influences of bureaucracy and corruption have no significant effect on the success of consumer cooperative.

5.3. Conclusions

- The paper has found that the studied consumer cooperatives have members who are politicians, as well as the interference of political persons, has affected the success of consumer cooperatives. This indicates the presence of political influence on the decisions and other activities of the consumer cooperatives.
- The study has found that in terms of technology adoption, most consumer cooperatives currently have computer software and hardware in their office for various activities of the cooperatives. However, the results also confirmed that these consumer cooperatives have no access to internet service at all.
- Regarding computerization and other technological adoptions progresses the excellence of work in the consumer cooperative and technology-related encounter distress the accomplishment of consumer cooperative in a pronounced way. Staff preparing in administration improves the accomplishment of the consumer

cooperative and lack of co-operative training in management skills to society officials leads to mismanagement of the consumer cooperative.

- The descriptive result also showed that consumer cooperative customers are not offering standardized predetermined services for customers. In terms of gender, females were found to be susceptible to corruption matters in the consumer cooperatives, while in terms of age range 30 – 49 years of age have the highest tendency to be corrupt and the abuse of entrusted power for a private gain against the interest of consumer cooperatives.
- The consumer cooperatives are successful in providing fairness of prices of goods and services for their customers. However, these consumer cooperatives are falling behind in terms of overall performances, the sufficiency of consumer goods they provide to the community, timely supply of basic goods and services, consistency of supply of essential goods/commodities, and lack of promotion. Thus, the studied cooperatives have problems such as lack of adequate products based on their customers' needs, and lack of timelines of supply of basic goods and services.
- Based on the correlational result, some of the independent variables have a positive and significant relationship with the dependent variable (success of consumer cooperative (SCC)). These variables include; PI $r=.684$, IT $r = .417$, IM $r =.525$ $\text{sig}<0.01$. While the remaining two variables have a negative and insignificant relationship with the SCC these variables are IB $r = -.018$, and IC $r = -.016$, and $\text{sig} >0.05$.
- The regression analysis showed that independent variables in combination namely; PI, IT, IM, IB, and IC explain 56.4% of variability on the dependent variable SCC since R square value is .564 at 0.05 alpha levels.

$$SCC = .010 + .412PI + .163 IT + .350 IM$$

5.4. Recommendations

The following recommendations are forwarded based on the results of this study for various parties

- Consumer cooperatives must not be constricted to single-purpose like economic, financial, and decision-making phases, as we understand that consumer cooperative members need training together with active citizens, whereas consumer cooperatives managers need to make good measurement ineffective behaviors to bring change to the economic empowerment to the members and other nonmembers who participate to the consumer cooperatives business activities.
- To improve the success of consumer cooperatives in economic and social empowerments, Addis Ababa City Administration must have to re-organize all failure cooperatives and must provide loan to them, to keep marketing stability at all seasons and carry out awareness creation as a safe way to help members for inflation which happen in the city.
- The factors that prevent the success of consumer cooperative needs an important task to avoid them that the improvements to the economic status must develop, natural risk, and lack of good security in the area, lagging technological advance and political interference are the main factor that hinders the development of the cooperatives. Therefore, the city administration, as well as the sub-city administration, should solve these challenges.
- The result found out that quality of goods and services which has been delivered by the consumer cooperative is not satisfactory or it is not going on the expected level. Therefore, the cooperative is expected to improve the quality of goods and services which has been delivered by using comments which has been given by users or members of the consumer cooperative.
- In addition to quality, consumer cooperative in the case woreda is not proactive to access or introduce new products for users. In this regard the cooperative is recommended to introduce new products based on users the request through identifying the needs of the community.

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Appendix-I: Questionnaire



Addis Ababa University Post Graduate Program

College of Business and Economics Collage

Master's in Business Administration (MBA) Program.

My name is Mengistu Gebre and I am an MBA student at Addis Ababa University, College of Business and Economics. I am writing my MBA thesis as a partial fulfillment.

Dear Respondents,

This questionnaire is designed to gather information for research with the topic factors affecting the success of consumer cooperative: the case of kolfe keraniyo sub-city woreda 11 administrations consumer cooperative office. Here the information you are going to provide will be kept confidential and used only for academic purpose and for this research only. Thus, I kindly request you to give your genuine response. Please don't write your name anywhere in the questionnaire. Please do not hesitate to ask me or to call/mail if you have any doubt on questions. Tell: -0912410728

Put tick mark “√” for each question as required or answer the questions in the space provided

SECTION A: Personal information

1. Gender: - A) Male B) Female
2. Age in years-----
3. Marriage status: A) Single B) Married C) Divorced D) Widow/er
4. Educational status:- A) 1-8 grade complete B) grade 10 complete
 C) Grade 12 complete D) College diploma E) 1st degree
 E) 2nd degree & above
- 5) Average monthly income:
 A) Less than Birr 2000 B) Birr 2001 – Birr 3000
 C) Birr 3001 – Birr 4000 D) Birr 4001 – Birr 5000 E) Over Birr 5000

SECTION B: Factor affecting the success of consumer cooperative:

The case of kolfe keraniyo sub city woreda 11 administration consumer cooperative office.

To what extent do you agree with the following items?

Tick appropriately where strongly Disagree = 1, Disagree = 2, Neutral = 3 Agree = 4 strongly Agree = 5 with the items.

1.political influences						
No	Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
1.1	The consumer cooperative has members who are politicians					
1.2	Interference of political persons has affected the success of consumer cooperative					
1.3	In consumer cooperative, the annual general meetings are normally chaotic due to internal politics					
1.4	In consumer cooperative the management committee is hardly independent in their decisions					
1.5	The election of consumer cooperative officials is rarely transparent in the members of the cooperative.					
1.6	Members of the consumer cooperative are leaving for other cooperatives due to internal politics					

2: Influence of technology adoption

1. The consumer cooperative office has Computer Hardware:

Yes, No,

2. The consumer cooperative office has Computer Software

Yes, No,

3. The consumer cooperative office are connected to the internet

Yes, No,

No	Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	strongly agree (5)
2.1	In consumer cooperative, the technology will allow us to better communicate with our business partners.					
2.2	Technology is a challenge affect the success of consumer cooperative					
2.3	Computerization has reduced fraud in the consumer cooperative					
2.4	Adoption of the technology will provide timely information for decision making in consumer cooperative					
2.5	The consumer cooperative manager enthusiastically supports the adoption of these new technologies					
2.6	Computerization improves the quality of Work in the consumer cooperative					

3. Influence of management skills

No	Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
3.1	Consumer cooperative often offers management training to the co-operative officials to impact skills					
3.2	management committee and staff of the consumer cooperative have managerial skills					
3.3	Staff training in management helps improve the success of the consumer cooperative					
3.4	Lack of co-operative training in management skills to society officials leads to mismanagement of the consumer cooperative					
3.5	Does the consumer cooperative offer management training skills to its members?					
3.6	The consumer cooperative is aware of co-operative training providers who offer relevant management skills.					

4: Influence of bureaucratic

No	Items	strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	strongly agree (5)
4.1	In consumer cooperative, Customers spend days, or weeks to get services					
4.2	In consumer, cooperative Customers are offered standardized predetermined services.					
4.3	In consumer cooperative written rules, policies and procedures are indicated?					
4.4	Any major decision that an employee make has to have this consumer cooperative manager approval					

5: Influence of corruption

No	Items	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)
5.1	In which stage gender differences in attitudes toward corruption on consumer cooperative members					
	A) Male					
	B) Female					
5.2	In which stage age influences the justifiability of attitudes toward corruption in the members of consumer cooperative:					
	A) AGE<30					
	B) AGE 30-49					
	C) AGE 50-64					
	D)AGE 65+					

SECTION C: - The success of consumer cooperative

No	Items	highly satisfied (1)	Satisfied (2)	Undecided (3)	Unsatisfied (4)	highly Unsatisfied (5)
1	Their overall performances of consumer cooperative					
2	adequacy of consumer goods they provide to the community					
3	quality of goods and services					
4	timely supply of basic goods and services					
5	treatment of customers or service users					
6	Fairness of prices of goods and services					
7	Consistency of supply of essential goods/commodities					
8	location of the shops/ accessibility					
9	Adequate work has done to increase the number of members					
10	Sufficient work has done to generate additional income					
11	Promotion					

The end

Thank you for your participation in this study.

ክፍል ለ፡- በኮልጌ ቀራንዮ ክፍለ ከተማ ወረዳ 11 አስተዳደር የሸማች ህብረት ስራ ጽ / ቤት በሸማች ህብረት ስራ ስኬት ላይ ተጽዕኖ የሚያሳድሩ ምክንያቶች ።

በሚከተሉት ጥያቄዎች እስከምን ድረስ ትስማማለህ? በጣም አልስማማም=

1 አልስማማም = 2 ገለልተኛ = 3 እስማማለሁ = 4 በጣም እስማማለሁ = 5

1. ፖለቲካዊ ተጽዕኖዎች

ቁጥር	ጥያቄዎች	በጣም አልስማማም (1)	አልስማማም (2)	ገለልተኛ (3)	እስማማለሁ (4)	በጣም እስማማለሁ (5)
1.1	የሸማች ህብረት ሥራ ማህበር ፖለቲከኛ የሆኑ አባላት አሉት?					
1.2	የፖለቲካ ሰዎች ጣልቃ ገብነት በሸማች ህብረት ስራ ስኬት ላይ ተጽዕኖ አሳድሯል?					
1.3	በሸማች ህብረት ሥራ ማህበር ውስጥ ዓመታዊ አጠቃላይ ስብሰባ በመደበኛነት በውስጣዊ ፖለቲካ ምክንያት ሁከት ይፈጥራሉ?					
1.4	በሸማች ህብረት ሥራ ማህበር ውስጥ የአስተዳደር ኮሚቴ እና ቦርድ አመራር በውሳኔ ገለልተኛ ናቸው?					
1.5	የሸማች ህብረት ሥራ ማህበራት የቦርድ አመራር ምርጫ በሕብረት ሥራ ማህበሩ አባላት ውስጥ ግልፅኝት የጎደለው ነው?					
1.6	በውስጣዊ ፖለቲካ ምክንያት የሸማች ህብረት ስራ ማህበር አባላት ወደ ሌሎች የህብረት ስራ ማህበራት ይሄዳሉ?					

2: የቴክኖሎጂ መላመድ ተጽዕኖ

1. የሽማግሌቶች ህብረት ሥራ ቢሮ የኮምፒዩተር ሃርድዌር አለው

አዎ አይ

2. የሽማግሌቶች ህብረት ሥራ ጽ/ቤት የኮምፒዩተር ሶፍትዌር አለው

አዎ አይ

3. የሽማግሌቶች ህብረት ስራ ጽ/ቤት ከቦይኖመረቡ/internet ጋር ተገናኝቷል

አዎ አይ

በሚከተሉት ጥያቄዎች እስከምን ድረስ ትስማማለህ? በጣም አልስማማም =

1 አልስማማም = 2 ገለልተኛ = 3 እስማማለሁ = 4 በጣም እስማማለሁ = 5

ቁጥር	ጥያቄዎች	በጣም አልስማማም (1)	አልስማማም (2)	ገለልተኛ (3)	እስማማለሁ (4)	በጣም እስማማለሁ (5)
2.4	በሽማግሌቶች ህብረት ስራ ማህበሩ ውስጥ ቴክኖሎጂው ከንግድ አጋሮቻችን ጋር በተሻለ ለመግባባት ያስችላል?					
2.5	ቴክኖሎጂ በሽማግሌቶች ህብረት ስራ ስኬት ላይ ተፅዕኖ ያለው ተግዳሮት ነው?					
2.6	በኮምፒዩተር መጠቀም በሽማግሌቶች ህብረት ሥራ ማህበር ውስጥ ማጭበርበርን ቀንሷል?					
2.7	የቴክኖሎጂ መላመድ በሽማግሌቶች ህብረት ስራ ማህበር ውስጥ በውሳኔ አሰጣጥ ወቅታዊ መረጃ ሰጧል?					
2.8	የሽማግሌቶች ህብረት ሥራ አስኪያጅ አዳዲስ ቴክኖሎጂዎች መላመድ በጋለ ስሜት ይደግፋል?					
2.9	ኮምፕዩተራይዜሽን በሽማግሌቶች ህብረት ሥራ ውስጥ የሥራ ጥራት ያሻሽላል?					

3: የአስተዳደር ችሎታዎች ተጽዕኖ

ቁጥር	ጥያቄዎች	በጣም አልሰማም (1)	አልሰማም (2)	ገለልተኛ (3)	እስማማለሁ (4)	በጣም እስማማለሁ (5)
3.1	የሽማግሌ ህብረት ሥራ ማህበራት ክህሎቶች ላይ ተጽዕኖ ለማሳደር ብዙውን ጊዜ ለሰራተኞች እና አመራሮች የሥራ አመራር ሥልጠና ይሰጣል?					
3.2	የሽማግሌ ህብረት ሥራ አመራር ኮሚቴ እና ሠራተኞች የአመራር ችሎታ አላቸው?					
3.3	በአስተዳደር ውስጥ የሰራተኞች ስልጠና በሽማግሌ ህብረት ስራ ማህበር ውስጥ ስኬታማነትን ለማሻሻል ይረዳል?					
3.4	ለቦርድ አመራረ በአስተዳደር ክህሎቶች ላይ የትብብር ሥልጠና እጥረት ለሽማግሌ ህብረት ሥራ ማህበር ብልሹ አስተዳደር ያስከትላል?					
3.5	የሽማግሌ ህብረት ሥራ ማህበር ለአባላቱ የአስተዳደር ሥልጠና ክህሎቶችን ይሰጣል?					
3.6	የሽማግሌ ህብረት ሥራ ማህበራት አግባብነት ያላቸውን የአስተዳደር ክህሎቶችን የሚሰጡ የኅብረት ሥራ ሥልጠና ሰጪዎችን ያውቃል?					

4: የቢሮክራሲያዊ ተጽዕኖ

ቁጥር	ጥያቄዎች	በጣም አልሰማም (1)	አልሰማም (2)	ገለልተኛ (3)	እስማማለሁ (4)	በጣም እስማማለሁ (5)
4.1	በሽማግሌ ህብረት ሥራ ማህበራት ውስጥ ደንበኞች አገልግሎቶችን ለማግኘት ቀናት ወይም ሳምንታት ያጠፋሉ?					
4.2	በሽማግሌ ህብረት ሥራ ማህበር ውስጥ ደንበኞች ደረጃቸውን የጠበቁ አገልግሎቶች ይሰጣቸዋል?					
4.3	በሽማግሌ ህብረት ስራ ማህበራት ውስጥ የተፃፉ ህጎች ፣ ፖሊሲዎች እና አሰራሮች በግልጽ ተቀምጠዋል?					
4.4	ሰራተኞች የሚወስኑት ማንኛውም ትልቅ ውሳኔ የሽማግሌ ህብረት ስራ አስኪያጅ ማጽደቅ አለበት?					

5: የሙስና ተጽዕኖ

ቁጥር	ጥያቄዎች	በጣም አልሰማም (1)	አልሰማምም (2)	ገለልተኛ (3)	አሰማለሁ (4)	በጣም አሰማለሁ (5)
5.1	በሸማች ህብረት ሥራ ማህበራት አባላት ውስጥ በየትኛው የፆታ ልዩነት ላይ የሙስና አመለካከት ይታያል?					
	ሀ) ወንድ					
	ለ) ሴት					
5.2	በሸማች ህብረት ሥራ ማህበር አባላት ውስጥ በየትኛው የእድሜ ደረጃ የሙስና አመለካከት ይታያል?					
	ሀ) ዕድሜ < 30					
	ለ) ዕድሜ 30-49					
	ሐ) ዕድሜ 50-64					
	መ) ዕድሜ 65+					

6. የሸማች ህብረት ሥራ ስኬት መለኪያዎች

ቁጥር	ጥያቄዎች	በጣም አልሰማም (1)	አልሰማምም (2)	ገለልተኛ (3)	አሰማለሁ (4)	በጣም አሰማለሁ (5)
6.1	አጠቃላይ አፈፃፀማቸው ምን ይመስላል					
6.2	ለተጠቃሚው የዕቃዎች አቅርቦት ብቁነት በምን ደረጃ ላይ ነው?					
6.3	የሸቀጦች እና አገልግሎቶች ጥራት					
6.4	ወቅታዊ የሆነ መሰረታዊ ፍጆታ አቅርቦት					
6.5	ለተገልጋዩ የሚያደርጉት አቀባበል					
6.6	ዋጋው ተመጣጣኝ መሆን					
6.7	ማያቋርጥ የተፈላጊ ዕቃዎችና ሸቀጣ ሸቀጦች መገኘት					
6.8	የሸማች ህብረት ሥራ ማህበራት ሱቆች በአመቺ					

በመጨረሻም
በዚህ ጥናት ውስጥ ስለተሳተፉ አመሰግናለሁ።.

Appendix III

Interview questions for consumer cooperative staffs, Managers and Board members

1. Could you briefly tell me about your coop organization?
2. What is your position within the consumer cooperative?
3. What duties do you carry out?
4. What are the rights and duties of the consumer cooperative are members?
5. How is the cooperative controlled?
6. What is the role of the cooperative inthe equity distribution of wealth?
7. What are the major factors that constrain the efficiency and goal achievement of the consumer cooperative?
8. What remedial action do you suggest to solve these problems?

Source, (Begna, 2016)

Appendix IV Interview Questionnaire in Amharic

የመስክ ጥናት መረጃ ከመሰባሰቡ በፊት የሽማግሌ ህብረት ሥራ ማህበራት ኃላፊዎች፣ ሠራተኞች ጋር ስለ አጠቃላይ ሁኔታ ለማወቅ የተደረገ ቃለ መጠየቅ፡

1. ስለ ሕብረት ሥራ ማህበርዎ አጠቃላይ ሁኔታ ሊነግርኝ ይችላሉ?
2. በማህበሩ ያልዎት ሀላፊነት ቢነግሩኝ?
3. ምን ተግባር እያከናወኑ ነው?
4. የሽማግሌ ህብረት ሥራ ማህበራት መብቶች እና ግዴታዎች ምን ምን ናቸው?
5. ህብረት ስራ ማህበሩ እንዴት ቁጥጥር ይደረግበታል?
6. በፍትሃዊነት የሀብት ክፍፍል የህብረት ስራ ማህበሩ ሚና ምንድነው?
7. የሽማግሌ ህብረት ስራ ማህበራት ቅልጥፍናን እና ግቦችን ለማሳካት የሚገቡ ዋና ዋና ነገሮች ምንድናቸው?
8. እነዚህን ችግሮች ለመፍታት የትኛውን የማስተካከያ እርምጃ ይጠቁማሉ?