

COOPERATIVES IN SARAWAK: PRESENT CAPACITY AND FUTURE PROSPECTS

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ABSTRACT

Cooperatives in Sarawak have been in existence since 1949 and have played their role as financial intermediaries by providing loans to members. These organisations constitute both business and social models that balance members' social and economic needs as their organizational objectives. However limited information is available about how these cooperatives operate, how they perform and what their future prospects are. This paper is based on a study undertaken by the Cooperative College of Malaysia (CCM) in 2006 on the profile of cooperatives and the profile of board members of cooperatives in Sarawak. A total of 393 board members from 131 selected cooperatives across 11 Divisions in Sarawak participated in the study. These cooperatives were voluntarily managed by the elected board members. The study indicated that the size of the members' share and profits are relatively small. The businesses of these cooperatives is confined to traditional activities like operating sundry shops and providing credit facilities. The chairman, secretary and treasurer of the cooperatives surveyed shared the same opinion with respect to the future business prospects of their cooperatives. This study also indicated that factors which determined the future prospects of cooperatives are members support, training and education for members and board members and, acquiring external financing.

INTRODUCTION

This study examines a number of attributes such as the operational performance for four years, members' and board members' profiles as well as the board members' perception of their cooperatives as business organizations in Sarawak. The activities of cooperatives range from operating small sundry shops which supply the basic needs of members to selling services worth millions.

In Malaysia, the term cooperative portrays an organization which was formed and developed to serve only the needs of their members. Many studies on cooperatives show that these member-owned, and member-controlled organizations/enterprises can run successful businesses which ultimately benefit members in many aspects (Nadeau and Thomson, 1996).

Cooperatives in Sarawak (one of the 14 states in Malaysia, located in Borneo Island) totalled 459 as at December 2006. Of this figure, 164 are school cooperatives and 295 are adult-owned cooperatives (Sarawak Cooperative Department, 2006). 73% of these adult cooperatives or 216 are categorised 'active' by the Cooperative Development Department (CDD). The categorization is based on the ability of the cooperatives to conduct annual general meetings. This however is not enough to project a well performing cooperative as the performance of cooperatives in the economic and social aspects is not considered. Active cooperatives should be associated with the ability to make profits in their business operations (CEO of SKM, in *Mingguan Malaysia* 13 April 2008). Thus this study explored the reality of the 'active' cooperatives besides projecting their future as business enterprises with their present capacity.

ANALYTICAL FRAMEWORK

Structured interviews based on questionnaires and secondary data were the primary sources of data. The survey questions were adapted from the work of Bhuyan et al. (1998), to suit the Sarawakian cooperative context. Several related bodies like the Cooperative Development Department (CDD) in Sarawak and the Local Government Authorities were consulted regarding policies and issues. The officers from these organizations were engaged as enumerators, as they are closer to the local community and speak local dialects making communication easy. The

profile on board members was summarised from primary data, whilst the profile on cooperatives were extracted from secondary data based on a structured questionnaire as a guide, for uniformity of data.

A list of cooperatives was developed for this survey. The listing comprised all “active” cooperatives in Sarawak which excluded cooperatives in schools as these cooperatives are homogenous in all aspects such as their business, membership and board members. An active cooperative in this study was defined as a cooperative which is actively involved in at least one economic or business activity and the cooperative must have conducted its annual general meeting. Through this process, a total of 162 active cooperatives were identified. The chairman, secretary and treasurer of these cooperatives were identified as the individual respondents and they totalled 486.

As cooperatives in Sarawak are scattered across the state, some places are difficult to access by road. For these areas, which are only accessible by small craft and boats, or by ‘trunk road’, questionnaires were either mailed or distributed by local enumerators. However, these methods have their limitations. Mail-questionnaires which were returned were unopened and if they were filled, the answers were incomplete. With these limitations, completed responses were obtained from only 131 cooperatives and 393 board members of these 131 cooperatives. Both these figures represented a response rate of 81%.

The data was analysed in 3 sections, i.e. the profile of cooperatives, the profile of board members and the board members’ perception on the achievement of their cooperatives. Descriptive statistics from the Statistical Package for the Social Sciences (SPSS) such as frequencies, percentages, mode and median were used to analyse the data. For the board members’ perception, the emphasis in the analysis was on the cooperatives’ activities, business operations, financing, members and board aspect, problems faced by the cooperative and factors that support cooperative development.

This study used the one way analysis of variance (ANOVA) technique to compare the mean scores of the opinion of the Chairman, Secretary and Treasurer towards various variables. A p-value of < 0.05 will determine if there is a significant difference in the mean scores of the three board members.

RESULTS AND DISCUSSION

Geographical Distribution of the Sample

The geographical distribution of the 131 active cooperatives in 11 divisions of Sarawak is presented in Table 1.

Table 1 : Geographical Distribution of the Cooperatives Surveyed

Area/State	No. of Coops	% of Total
Samarahan	27	20.00
Kuching	22	16.8
Miri	21	16
Sibu	19	14.5
Sarikei	15	11.5
Bintulu	8	6.1
Limbang	5	3.8
Sri Aman	4	3.1
Betong	4	4.1
Mukah	3	2.3
Kapit	3	2.3
Total	131	100

The cooperatives were registered as early as 1949, however the mean registration year is 1973. As at December 2007 most of the cooperatives had been in business for at least 34 years. Only 3.9% of the cooperatives had been in business for 6 years or less. The youngest cooperatives in the study were established in 2001. The result indicates that almost 90% of the cooperatives have been in business for more than 6 years and this reflects the stability of these cooperatives.

Type of Cooperatives

The 131 active cooperatives which participated in this survey are multi-purpose cooperatives with varied business activities. From the 131 cooperatives, 46.3 % or

62 cooperatives were involved in a single type of business, 32.8% or 43 cooperatives had 2 types of activities and 11.5% or 15 cooperatives were engaged in 3 types of business activities. Between 2.2 – 3.1% or 3 to 4 cooperatives were handling 4 to 9 types of activities.

The type of businesses undertaken were operating sundry shops, petrol kiosks, housing, agriculture, investment, rental of premises, credit facilities and consumer services. Sundry shops were the most popular business activity among the 131 cooperatives. This is followed by consumer services, investment portfolio and rental of premises. Table 2 shows the type of businesses undertaken by cooperatives in the survey.

Table 2 : Type of Business Undertaken by Survey Respondents

Type of Business	No. of Coops.	% of Total
Sundry Shops	56	42.7
Services	44	33.5
Investment	43	32.8
Rental	38	29.0
Credit	21	16.0
Housing	10	7.6
Plantation	8	6.0
Husbandry	5	3.8
Petrol Kiosk	4	3.0

Profile of Cooperatives

In terms of the demographic profile, Table 3 indicates that 35.4 % or 45 cooperatives were found to have a membership of less than 100 individuals, while another 38.6% or 49 cooperatives had a membership of between 101-200 persons. About 2.4% to 7.9% or 3 to 10 cooperatives had between 201 to 700 members.

In terms of share capital, the majority (60.3%) or 76 cooperatives had share capital of RM 9001 and above. Another 34.1% had share capital of between Rm 1001 and 9000 while a small 5.6% of the co-operatives had share capital of RM 1000 and below.

With regard to the yearly profit, it was shown that the highest percentage of cooperative, 64.5% or 85 cooperatives earned profits of RM 6000 or less in 2006 while 18.3% of cooperatives earned a profit of RM 24,001 and above. About 5.4% to 6.1% of cooperatives had recorded profits of between RM 6001 and RM24,000. This finding reflects that the capability of cooperatives for making profits from their business is very small.

Table 3 shows the demographic profile of cooperatives in terms of membership size, share capital and profits.

Table 3 : Profile of Cooperatives: Membership, Share Capital and Profit for the year 2006

Membership/ Share Capital/ Profit	No. of Coops.	% of Total
Membership (persons)		
Less and 100	45	35.4
101-200	49	38.6
201-300	10	7.9
301-400	4	3.1
401-500	3	2.4
501-600	3	2.4
601-700	3	2.4
700-1000	0	0
1001 and above	10	8.1
* (4 missing value)		
Share Capital (RM)		
Less and 1000	7	5.6
1001-3000	11	8.7
3001-6000	17	13.5
6001-9000	15	11.9
9001 and above	76	60.3
*(7 missing value)		

Profits (RM)		
Less and 6000	85	64.8
6001-12000	7	5.4
12001-18000	8	6.1
18001-24000	7	5.4
24001 and above	24	18.3

Profile of Cooperatives' Members

From the responses, it was shown that 21.1% of cooperatives had members in the 31 to 40 years age group. A large majority (64.6% of cooperatives) had members aged between 41 years to 60 years while 8.85% of the cooperatives' members were 61 of age or older.

In terms of educational qualification, 36.5% of cooperatives had members who possessed Sijil Rendah Pelajaran (SRP) or less, while 36.8% had Sijil Pelajaran Malaysia (SPM), Only 10.7 % were Diploma holders and 8.7% were degree holders while 7.3 % possessed other qualifications such as masters and doctorate degrees. This finding reflects that cooperatives are not popular with individuals who have tertiary qualification.

With regard to income, 19.9% of cooperatives had members who earned gross monthly incomes of RM500 or less and 27.9 % of the members earned between RM501–RM1000. Nearly one fourth or 23.8% earned between RM1001 –RM1500 while 19.1% earned between RM1501 – RM2500. Only 9.0% earned RM2501 and more. Among the 11 divisions, Miri recorded the highest percentage (30%) of members earning at least RM2501, followed by 12% of members each in Bintulu and Betong being in this income group.

Demographic Profile of Board Members

Table 4 below shows the demographic profile of the 393 board members who responded in terms of age, academic qualifications, monthly income, working back-ground, and length of service on the board of their cooperatives.

Table 4 : Demographic Profile of Board of Directors (Chairman, Secretary and Treasurer)

AGE (YEARS)	Chairman		Secretary		Treasurer	
	count	% of Total	count	% of Total	count	% of Total
21-30	-	-	2	1.6	2	1.6
31-40	1	0.8	17	13.8	3	2.4
41-50	21	16.4	46	37.4	47	34.4
51-60	68	53.1	37	30.1	49	38.3
61-70	31	22.7	17	13.8	22	17.2
71 and above	9	7.1	4	3.2	5	4.0
ACADEMIC QUALIFICATION						
Primary School	25	33.3	23	17.6	38	29.0
LCE/SRP/PMR	16	21.3	36	27.5	42	32.1
MCE/SPM/SPVM	17	22.7	36	27.5	24	18.3
Diploma	6	8.0	18	13.7	7	5.3
Degree	5	6.7	9	6.9	12	9.2
Master	3	4.0	6	4.6	4	3.1
PhD	3	4.0	0	0	1	0.8
Other	0	0	3	2.3	3	2.3
PROFESSIONS						
Politician	2	1.63	0	0	0	0
Accountant	2	1.63	1	0.79	0	0
Health Officer	3	2.44	3	2.36	1	0.81
Teaching	6	4.88	9	7.09	4	3.23
Government Officer	12	9.76	15	11.02	13	10.48
Village Chief	7	5.69	1	0.79	0	0
Businessmen	14	11.38	10	7.89	24	19.35
Pensioner	31	25.2	19	14.96	14	11.29
Farmer	31	25.2	36	28.35	48	38.71
Firm	15	12.2	30	23.6	17	13.71
Fisherman	0	0	1	0.79	1	0.81
Housewife	0	0	3	1.57	2	1.61

**LENGTH OF SERVICE
AS BOARD MEMBERS**

46-37 years	0	0	2	1.7	2	1.7
36-27 years	7	5.7	5	4.2	5	4.1
26-17 years	8	6.6	8	6.8	6	5.0
16-7 years	42	34.4	25	21.2	29	23.9
6 years and below	65	53.3	78	66.1	79	65.3

Table 4 shows that the position of chairman is mostly held by older individuals. 53.1% of the chairmen were aged between 51 – 60 years and about 22.7% were in the 61 – 70 years age group. For the position of secretary and treasurer, 37.4 % and 34.3% respectively were in the 41–50 years age group. Overall, the mean age for the three main posts were 57.68 years for chairman, 51.09 years for secretary and 53.45 years for treasurer. The youngest age for the chairman was 40 years and the oldest was 75 years. The study found that the youngest mean age for the post of secretary and treasurer was 21, while the oldest for the post of secretary and treasurer were 83 and 81 years respectively.

In terms of academic background, 33.3% of the chairman were primary school leavers and 32.1% of the treasurers had lower secondary qualifications (LCE/SRP/PMR). 27.5% of the secretary had LCE/SRP/PMR and a further 27.5% possessed MCE/SPM/SPVM qualification. The result also shows that a very small percentage of these board members had high educational qualification.

In terms of occupational breakdown, the position for chairman, treasurer and secretary was held mainly by farmers, representing 25.2%, 28.3% and 38.71% respectively. 25.2% of the were pensioners, while 19.4% of treasurers were businessman.

In addition to the length of service as stated in Table 4, 1973 marked the earliest year during which the Chairman held the present post, whilst 1957 and 1999 were the earliest years for the secretary and treasurer respectively to hold their posts. This finding indicates that some cooperatives in Sarawak have board members who have served since 1957, i.e, for nearly 50 years (as at 2006).

Future Business as Cooperatives

The perception of the board members, particularly the chairman, secretary and treasurer with regard to the future prospects of their cooperatives, was obtained. Opinions were solicited on the achievement of business activities and operation. In addition, their views pertaining to cash management, risk management, sources of financing, services to members, human resource management, difficulties faced by cooperatives and factors which contributed to the development of their cooperatives were also sought. The results are summed in Appendices 1, 2, 3, 4, 5, 6 and 7.

With respect to business performance, all three board members were of the opinion that operating sundry shops was the most successful business, followed by rental of buildings and credit services to members. As there was no difference in opinion between them (the p -value $0.09 > 0.05$), the result indicates that cooperatives engaged in these activities portrayed successful cooperative business in Sarawak.

With regard to business operation, using the 5 point Likert scale, (1= very strong, 2 = strong, 3 = not sure, 4 = weak , 5 = very weak) the board members responded "not sure" or "weak" for most of the variables such as their cooperative's role as agents of economic development, the cooperative's role as marketing channel for their members' produce, cooperative's future planning and cooperative's ability to offer distinctive products and services to members. Board members were not sure (mean score of 2.722) whether their cooperatives could be the agents for economic development which could provide jobs in the future. All of them agreed that their cooperatives had not created jobs for either their members or the local community (mean of 3.35).

Respondents were equally satisfied with their cooperatives' abilities to pay dividends on shares from their cooperatives' internal source. However, they were 'not sure' of the availability of other sources of financing in the open market for their business.

The board members also identified problems faced by cooperatives, which include the unavailability of well-qualified managers (mean 1.65), no succession of board members (mean 1.844), no increase in total shares (mean of 2.005), the problem of choice of business activities (mean scores 2.03) and the problem of getting monetary funds (mean score 2.05).

Regarding board members' beliefs towards membership related issues, all variables had a mean value of 1.16 to 1.52 which indicated the importance of these aspects for

the cooperative's future. The factors are monetary assistance from related agencies, training for members and board members, good inter-personal relationships between board members and members, reasonably well-equipped physical infrastructure in cooperatives, including information and communication technology.

CONCLUSION

The main objective of this research was to collect information on the profile of cooperatives and the profile of the chairman, secretary and treasurer (board members) of cooperatives as well as to evaluate the prospects of cooperatives with their present capacity. The study covered all 11 divisions in Sarawak.

The oldest cooperatives in Sarawak were registered in 1949 while the majority of the cooperatives (96%) in this study were in business for more than 34 years. Their share capital, assets and profits were relatively low compared with the length of their involvement in the business operations of the cooperatives. In fact 70.7% of the cooperatives in 2006 were found to have distributed only RM1000 and below in the form of dividends to their members.

74 % of cooperatives from all 11 divisions were shown to have membership of 200 and below. The study also identified 8.85% of cooperatives had members who were 61 years and older. A large majority (64.6%) were members of cooperatives for a period of between 41 to 60 years.

Among other significant attributes of cooperative members in Sarawak are their level of education and their monthly earnings. About 36.5% of the cooperatives had members who possessed lower secondary school qualification and 36.8% had upper secondary school qualifications. Members of 71.6% of the cooperatives earned below RM1500 per month. As for board members, since they were elected from among cooperatives' members, thus they are found to earn the same amount of monthly income.

The above scenario indicates that cooperatives in Sarawak have not been able to attract the general public or people from the local community to become new members. Professionals or those with high qualifications rarely joined as members of the cooperatives. Businesses were not generating enough to service members as 70.7% of cooperatives (with a membership of at least 100 each cooperative) distributed less than RM 1000 as dividends to members. The results indicate that

the present board members are satisfied with the current performance of their cooperatives. Choice of businesses of the simplest kind like collecting rental and sundry shops were portrayed as successful business.

The cooperatives' potential for growth is quite limited with the present capacities. Assets, share capital and membership seem to grow at a very slow rate, although on the average the cooperatives represented in this study have been in business for over 34 years. In addition, with the internal sources of financing, cooperatives definitely will not be able to expand as share capital in cooperatives is very small in value. Besides, cooperatives still face operating difficulties.

Cooperatives have problems identifying the successors for board members, engaging qualified personnel, increasing share capital, understanding the law governing cooperative organization, fund acquisition and identifying new business. With these problems, training and education for cooperative board members, management and employees have become very important. Not surprisingly respondents of this study consider training and education as a very important factor which supports cooperative development.

The board members agreed that external factors are important inducers to help the development of cooperatives in Sarawak. Among the factors identified are financial help and good infrastructure surrounding cooperative business operation. Good infrastructures within the cooperative like ICT facilities are also necessary. Other important factors identified are the good relationships among members, board members and staff.

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Appendix 1

Opinion of Board Members on Cooperative Activities Achievement

Variables and BOD		N	Mean	Std. Deviation
Sundries Shop	Chairman	128	1.2266	1.40984
	Secretary	129	1.1860	1.41293
	Treasurer	129	1.2791	1.49466
	Total	386	1.2306	1.43652
Credit	Chairman	23	2.5217	.94722
	Secretary	25	2.0000	.86603
	Treasurer	21	2.3333	.96609
	Total	69	2.2754	.93752
Petrol Kiosk	Chairman	2	2.0000	.00000
	Secretary	2	2.0000	1.41421
	Treasurer	5	3.0000	1.22474
	Total	9	2.5556	1.13039
Housing	Chairman	7	2.0000	1.00000
	Secretary	6	2.0000	.89443
	Treasurer	7	2.8571	1.06904
	Total	20	2.3000	1.03110
Plantation	Chairman	7	2.1429	.69007
	Secretary	7	2.2857	.75593
	Treasurer	10	2.9000	1.19722
	Total	24	2.5000	.97802
Husbandry	Chairman	2	2.0000	.00000
	Secretary	2	2.0000	.00000
	Treasurer	6	3.5000	1.04881
	Total	10	2.9000	1.10050
Investment	Chairman	30	2.7000	1.08755
	Secretary	30	2.7000	.98786
	Treasurer	30	2.7000	.95231
	Total	90	2.7000	.99944
Building Rental	Chairman	39	2.1026	.88243
	Secretary	37	2.1622	.83378

	Treasurer	37	2.1351	.85512
	Total	113	2.1327	.85047
Services	Chairman	45	2.6000	.83666
	Secretary	44	2.6136	.75378
	Treasurer	44	2.7273	.87241
	Total	133	2.6466	.81831
Overall achievement	Chairman	89	2.6180	.89830
	Secretary	88	2.5000	.75810
	Treasurer	88	2.6250	.80676
	Total	265	2.5811	.82229

Mean score for the scale: 1 = very successful, 2 = successful, 3 = moderate, 4 = not successful, 5 = extremely not successful

Appendix 2

Opinion of Board Members on Cooperative's Operation

Variables and BOD		N	Mean	Std. Deviation
Unique product and services	Chairman	126	3.0794	1.17714
	Secretary	125	3.0960	1.14599
	Treasurer	124	3.0081	1.06302
	Total	375	3.0613	1.12767
Products are ordinary	Chairman	128	2.5391	1.01874
	Secretary	127	2.5039	.97487
	Treasurer	126	2.5159	1.00187
	Total	381	2.5197	.99618
Ability to manage and control cost	Chairman	128	2.3984	1.01438
	Secretary	129	2.4031	.95622
	Treasurer	126	2.3413	.91357
	Total	383	2.3812	.96040
Quality management	Chairman	128	2.5391	.98734
	Secretary	128	2.5469	1.01065
	Treasurer	126	2.5714	.95857
	Total	382	2.5524	.98340
Quality staff and board members	Chairman	128	2.5469	1.01065
	Secretary	129	2.5736	.95831
	Treasurer	126	2.5159	.89205
	Total	383	2.5457	.95302
Strategic location	Chairman	124	2.2661	1.06006
	Secretary	128	2.3047	1.06895
	Treasurer	124	2.3468	1.07480
	Total	376	2.3059	1.06562
Marketing Channel	Chairman	121	2.9421	1.12766
	Secretary	125	3.0880	1.02403
	Treasurer	122	3.0000	.99586
	Total	368	3.0109	1.04914
Future Planning	Chairman	127	2.6063	1.12092
	Secretary	129	2.7364	1.07179

	Treasurer	126	2.7063	1.06634
	Total	382	2.6832	1.08518
Risk management	Chairman	127	2.5984	1.06354
	Secretary	126	2.7460	1.02712
	Treasurer	127	2.5984	1.01778
	Total	380	2.6474	1.03596
Cash flow	Chairman	125	2.4480	1.08104
	Secretary	127	2.5512	1.09623
	Treasurer	125	2.5120	1.02875
	Total	377	2.5040	1.06721
Transaction with non-member	Chairman	119	2.7395	1.18223
	Secretary	122	2.7213	1.06997
	Treasurer	120	2.8333	1.10258
	Total	361	2.7645	1.11677
Job opportunity	Chairman	120	3.2750	1.20895
	Secretary	123	3.4146	1.10829
	Treasurer	120	3.3917	1.14713
	Total	363	3.3609	1.15357
Economic Development agent	Chairman	124	2.6774	1.07104
	Secretary	120	2.7083	.97357
	Treasurer	123	2.7805	1.09796
	Total	367	2.7221	1.04757

Mean score for the Scale 1= very strong, 2 = strong, 3 = not sure, 4 = weak, 5 = very weak

Appendix 3

Opinion of Board Members on Cooperative Financing

Variables and Respondents		N	Mean	Std. Deviation
Availability of long-term financing	Chairman	116	2.9655	.95945
	Secretary	116	2.9138	.86042
	Treasurer	115	2.8261	.90089
	Total	347	2.9020	.90705
Ability to manage cooperative share capital	Chairman	124	2.2742	.96558
	Secretary	121	2.2645	.83435
	Treasurer	123	2.3089	.92444
	Total	368	2.2826	.90805
Ability to payback share capital	Chairman	123	2.2276	.92163
	Secretary	121	2.2314	.92880
	Treasurer	123	2.2927	.96438
	Total	367	2.2507	.93642

Mean score for the Scale: 1 = very satisfactory, 2 = satisfactory, 3 = neutral, 4 = not satisfactory,

5 = extremely not satisfactory

Appendix 4**Opinion of Board Members on Member Aspects**

Variables and Respondents		N	Mean	Std. Deviation
Members education	Chairman	128	3.2344	1.06840
	Secretary	128	3.1641	1.04826
	Treasurer	127	3.1969	1.03156
	Total	383	3.1984	1.04721
Ability	Chairman	128	2.6328	1.91089
	Secretary	129	2.5349	1.00814
	Treasurer	126	2.4762	.96924
	Total	383	2.5483	1.36606
Cooperative Interactions with members	Chairman	127	2.2441	.94042
	Secretary	128	2.3594	.98600
	Treasurer	126	2.3651	1.00083
	Total	381	2.3228	.97507
Dividend disperse	Chairman	125	2.6320	1.32310
	Secretary	128	2.5859	1.21362
	Treasurer	127	2.7402	1.23579
	Total	380	2.6526	1.25627
Credit facilities	Chairman	117	2.9829	1.18163
	Secretary	121	3.1322	1.04037
	Treasurer	118	3.1271	1.09034
	Total	356	3.0815	1.10395
Members confidence/trust	Chairman	128	2.2422	1.07766
	Secretary	129	2.4109	1.07973
	Treasurer	128	2.3516	.96056
	Total	385	2.3351	1.04055
Ability to maintain members	Chairman	128	2.1563	.96748
	Secretary	129	2.1705	.90246
	Treasurer	127	2.2677	.91243
	Total	384	2.1979	.92677

Mean score for the Scale: 1 = very satisfactory, 2 = satisfactory, 3 = neutral, 4 = not satisfactory,

5 = extremely not satisfactory

Appendix 5

Opinion of Board Members on Board Member Aspects

Variables and Respondents		N	Mean	Std. Deviation
Board members inter-relationship	Chairman	128	1.7500	.58861
	Secretary	129	1.8295	.63890
	Treasurer	128	1.8984	.70811
	Total	385	1.8260	.64820
Board members and Staff Relationship	Chairman	125	2.0640	.83997
	Secretary	129	2.0155	.81953
	Treasurer	126	2.1111	.82192
	Total	380	2.0632	.82584
Board members experiences in Business	Chairman	127	2.4409	1.02084
	Secretary	129	2.5659	1.06687
	Treasurer	127	2.5906	1.03398
	Total	383	2.5326	1.04021
Board members length of services	Chairman	126	2.2381	.84312
	Secretary	128	2.1719	.86132
	Treasurer	126	2.3413	.87784
	Total	380	2.2500	.86144
Board members allowances	Chairman	126	2.6667	1.14543
	Secretary	128	2.6641	1.47567
	Treasurer	125	3.0080	2.86383
	Total	379	2.7784	1.97027

Mean score for the Scale: 1 = very satisfactory, 2 = satisfactory, 3 = neutral, 4 = not satisfactory, 5 = extremely not satisfactory

Appendix 6

Opinion of Board Members on Problems Face by Cooperative

Variables and Respondents		N	Mean	Std. Deviation
Entry of new members	Chairman	131	2.3359	1.91998
	Secretary	131	2.1603	.85770
	Treasurer	131	2.1374	.80157
	Total	393	2.2112	1.29901
Successor of leaders	Chairman	131	1.8779	.82297
	Secretary	131	1.8550	.83318
	Treasurer	131	1.8015	.80784
	Total	393	1.8448	.81992
Fund Acquisitions	Chairman	131	2.0611	.79184
	Secretary	131	2.0763	.88246
	Treasurer	131	2.0153	.80369
	Total	393	2.0509	.82527
Business Planning	Chairman	131	2.1679	.76614
	Secretary	131	2.1221	.82297
	Treasurer	131	2.0611	.86608
	Total	393	2.1170	.81850
To increase Share capital	Chairman	131	2.0153	.76445
	Secretary	131	2.0382	.85399
	Treasurer	131	1.9618	.83578
	Total	393	2.0051	.81752
Identify new business	Chairman	131	2.0687	.82454
	Secretary	131	2.0534	.84410
	Treasurer	131	1.9924	.94051
	Total	393	2.0382	.86959
Engagement of qualified/ professional manager	Chairman	131	1.6107	.82809
	Secretary	131	1.7176	.89679
	Treasurer	131	1.6336	.88757
	Total	393	1.6539	.87034

Good business location	Chairman	131	2.4046	.90960
	Secretary	131	2.3969	.85646
	Treasurer	131	2.4580	.82518
	Total	393	2.4198	.86267
Government supports	Chairman	131	2.4656	.81616
	Secretary	131	2.4122	.82154
	Treasurer	131	2.3435	.86621
	Total	393	2.4071	.83431
Business Chambers Support	Chairman	131	2.1450	.87813
	Secretary	131	2.1756	.88127
	Treasurer	131	2.1221	.86845
	Total	393	2.1476	.87400
Members' support	Chairman	131	2.5191	.75805
	Secretary	131	2.3969	.79110
	Treasurer	131	2.4427	.79576
	Total	393	2.4529	.78145
Cooperative knowledge	Chairman	131	2.3206	.74696
	Secretary	131	2.2061	.78169
	Treasurer	131	2.1832	.81147
	Total	393	2.2366	.78082
Law	Chairman	131	2.1450	.78566
	Secretary	131	2.0916	.82695
	Treasurer	131	2.0534	.82567
	Total	393	2.0967	.81178
Maintain members loyalty	Chairman	131	2.3511	.76383
	Secretary	131	2.2824	.80646
	Treasurer	131	2.2595	.85564
	Total	393	2.2977	.80839
Cash flow management	Chairman	131	2.4427	.75611
	Secretary	131	2.3588	.80449
	Treasurer	131	2.2824	.85282
	Total	393	2.3613	.80606
Infrastructure	Chairman	131	2.2595	.84660
	Secretary	131	2.4046	1.84715
	Treasurer	131	2.2137	.83212
	Total	393	2.2926	1.26708

Mean score for the Scale: 1= very difficult, 2 = difficult, 3 = not difficult

Appendix 7

Opinion of Board Members on Factors that Support Cooperative Developments

Variables and Respondents		N	Mean	Std. Deviation
Development Supports	Chairman	131	1.4122	.66645
	Secretary	131	1.4198	.72275
	Treasurer	131	1.4580	.76721
	Total	393	1.4300	.71843
Financial Supports	Chairman	131	1.3817	.70665
	Secretary	131	1.4427	.79576
	Treasurer	131	1.4656	.72640
	Total	393	1.4300	.74287
Education and training for Board Members, Staffs and Members	Chairman	131	1.4122	.72186
	Secretary	131	1.4733	.74759
	Treasurer	131	1.4198	.69009
	Total	393	1.4351	.71891
Relationship with members	Chairman	131	1.4962	.72721
	Secretary	131	1.4962	.74806
	Treasurer	131	1.4962	.73771
	Total	393	1.4962	.73583
Adequate Cooperative infrastructure	Chairman	131	1.5267	.84424
	Secretary	131	1.4962	.83550
	Treasurer	131	1.5649	.86912
	Total	393	1.5293	.84804
ICT facilities	Chairman	131	1.4275	.98473
	Secretary	131	1.4733	1.02528
	Treasurer	131	1.4656	1.05464
	Total	393	1.4555	1.01954
Other facilities	Chairman	0	.	.
	Secretary	1	1.0000	.
	Treasurer	5	1.2000	.44721
	Total	6	1.1667	.40825