

***Assessment of the effectiveness of consumer
Cooperatives in Addis Ababa; case study of akakikaliti
sub city***

*A Thesis Submitted to the School of Graduate Studies of Business and Economics
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Award of the Degree of Master of Business Administration (MBA)*

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Declaration

I declare that the thesis work entitled “Assessment of the effectiveness of consumer cooperatives in Addis Ababa; the case study of Akakikaliti sub city is submitted by me in partial fulfillment of the requirements for the award of the degree of master of Business Administration to Jimma University School of Graduate Studies Department of MBA, is the outcome of my own effort and study and that all sources of materials used or quoted for the study have been acknowledged by means of reference.

Name _____

Signature _____

Date _____

Certificate

We certify that the research report entitled "Assessment of the effectiveness of consumer cooperatives in Addis Ababa; the case of Akakikaliti sub city" was done by Mr. Moges Shume for the partial fulfillment of master's degree under our supervision.

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[Signature] 20-May-2020

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Abstract

Assessment of the effectiveness of consumer cooperatives in Addis Ababa; case study of Akakikaliti sub-city was conducted by using Survey research method based on quantitative approach. The respondents of this study were consumer cooperatives members, official staffs and clients. Nineteen consumer cooperatives operating in this sub city out of those six consumer cooperatives are selected using a stratified sampling method. Primary data was collected using structured questioner which is prepared in closed-ended and designed in 5 point likert-scale. The data collected was analyzed by using descriptive statistical percentage techniques by using statistical package for social science (SPSS) software. The major result of the study revealed that corruption and lack of good governance, lack of transparency and accountability of members, Lack of Capacity of the leaders, Insufficient financial resources, lack of institutional autonomy, intervention of administrations and Lack of professionalisms (skilled manpower) were the main constraints for the effectiveness of consumer cooperatives in study area. Finally, the study recommends that members, leaders and government bodies are supposed to do strictly work together, members actively participating youth members since youths are energetic and ready for change and transparent for their cooperatives, leaders build capacity for them and their staffs by arranging training with other similar service rendering cooperatives to fill knowledge gap and find financial sources from financial institutions, the government restructure the existing cooperatives and equip with technology based systems which is supported by policies for controlling and accessible for every stakeholders and restricted from direct intervention for confirming the freedom of cooperatives.

Key words; effectiveness, consumer cooperative, professionalism, transparency, good governance

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List of Acronyms & Abbreviations

Coop- cooperatives

CSA-central statistics agency

ETB-Ethiopian birr

ICA-international co-operative alliance

ILO-international labor organization

KCMPPF-kaliti construction material production factory

KMPF- kaliti metal product factory

OECD Organization for Economic Co-operation and Development

PPS-probability proportional to size

RDI-rural development institute

S.A-Strongly Agree

S.D-Strongly disagree

SPSS- statistical package for social science

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Annex 1-questioner English version

Annex 2-questionier Amharic version

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

A cooperative is an autonomous association of persons united voluntarily to meet their common economic needs and aspirations through a jointly owned and democratically controlled enterprise (ICA, 2012). Altman and Morris (2009), states about the development of Cooperatives over the last 200 years and are of increasing importance to economies throughout the world. And also the cooperative movement is strictly defined and relates very closely to democratic forms of governance with regard to members.

Cooperatives contribute to economic and social development in both developed and developing countries. Though, the value which a cooperative contributes to the society differs depending on its individual objectives. Cooperatives play a role in finding solutions to unemployment and promoting technical skills. Members are able to assert greater control over their livelihoods and meet their everyday needs (Andrew et al., 2005).

In the world about 2829 cooperatives from 76 countries with a total turnover of 2950.82billion US dollars and about 12% of total population are involved in these cooperatives. In Ethiopia, 3million cooperatives having 20 million members and mobilizes over 23 billion ETB. These cooperatives create job opportunity for 1.5 million citizens in Ethiopia. So, their roles are vital in all aspects (6th national cooperative exhibition, bazar and symposium 2019 report).

International Co-operative Alliance(2005), moreover introduce seven internationally recognized cooperative principles as voluntary and open membership, democratic member control, member economic participation, autonomy and independence, education, training and information , cooperation among cooperatives and concern for community. This shows us cooperatives are organizations that exist for mutual benefit and members own control and benefit from the cooperativeness. And also ICA (2018), report demonstrate, that cooperative organizations operate in different sectors: insurance, agriculture, wholesale and retail trade, banking and financial services, industry and utilities, health, education and social care and other services.

On the other hand, Cooperation has been the characteristics of modernization that help the community to push forward their lifestyle. The relationship and collaboration among peoples have been the result of thinking one for the other. Of course, the essence of self-help and co-

operation has long been a part of the Ethiopian community. There have been mutual organizations especially in urban areas. When communities face problems, they devise ways of addressing these problems based on their values, culture and beliefs. So, these varieties of self-help co-operatives in Ethiopia like debo, iddir, mahber and iqub help them and create a sense of cooperation and an informal or traditional form of cooperatives among the society.

Ethiopia has introduced modern types of co-operatives in various areas of endeavor after the majority of African countries where their co-operatives were established by the Western powers during their colonization period. The first consumer co-operative was established in Addis Ababa in 1945 (ILO, 1975). Though, it was after decree No. 44 of 1960 that modern or imported' co-operatives were officially introduced.

Michie and Blay (2004), states this member of a consumer cooperative is an individual person acting as a consumer. Therefore, the main objectives of consumer cooperatives are to fulfill the needs and an aspiration of consumers. So, this study investigates how consumer cooperatives are effective in achieving their ultimate goal.

1.2. Statement of the problem

International Co-operative Alliance, (Geneva 1995), mentions a cooperative is a unique form of business used by people and businesses for their mutual benefit. Cooperative Future (2006) explains these cooperative enterprises often appear to function just like any other type of business. Usually, a consumer cooperative is not about making huge profits, although some funds above cost are necessary in order to grow the operation. According to Roy (1980), the main focus is to supply members with products they can use at prices they can afford, even while pursuing whatever objectives in terms of community service or other goals that the members of the cooperative have defined as part of the reasons for the cooperative's existence. Government has a great role to play in encouraging consumer movement. There is a need for a public awareness campaign to make people more aware of the potential of cooperatives and for their current contribution both in social and economic terms.

Cooperatives have been considered by the government as a powerful instrument to lift the poor out of the poverty and are much expected to contribute to the country's Growth and Transformation Plan Tekeste, Muthyalu and Azmera (2014). So, focusing this study on consumer cooperatives effectiveness is very critical and give the direction for the government to meet this plan and revise the existing policy regarding to consumer cooperatives. On the other hand, the

current situation of consumer cooperatives in the study area was surrounded by different managerial and structural problems. The objectives that consumer cooperatives established were missed as it is observed, that was the major motivation to conduct the research on this area.

Consumers' cooperatives were established mainly to stabilize the market and supply consumable goods at fair prices for their members and other consumers nearby. But most of the cooperatives are managed by board of directors which is democratically elected from the members of consumer cooperatives which may not be a qualified personnel this may lead the cooperatives to be a lack of adequate market information which helps the coops to diversify their service; lack of customer handling skill which dissatisfy the consumer cooperative members and the other consumers as well; supply chain management problem (both backward and forward integration problem) to avail basic products that is produced by producer to the consumers; financial management problem to mobilize resources; there is no strategic planning of expansion (both market and product diversification). Effectiveness of any business and non-business organization is related to conformity with customer requirements to enhance the performance of consumer cooperative services that give for the society they bear.

The assessment of consumer cooperatives effectiveness is not left for tomorrow since they play crucial role in poverty reduction, creating job opportunity, changing the life of low income societies in particular and the government in stabilizing the economy of the country in general. That is why the government of Ethiopia gives emphasis for those consumer cooperatives and subsidizes basic products like flour, sugar and palm oil. Even though this is the realities on the ground, there is no adequate research work that could provide substantial findings to draw conclusion regarding to the effectiveness of consumer cooperatives in the study area. Therefore, this research paper is designed to provide information on the effectiveness of consumer cooperatives for the consumer cooperative member, for the government, for policy makers and other researchers as well. And also come up with possible solutions and recommendations after having clear understanding upon the situation by giving due emphasis to answer research questions.

1.3. Objective of the study

The general objective of this study is to assess the effectiveness of the Consumer cooperatives in Addis Ababa city administration at AkakiKaliti sub city. And the specific objectives of the study was

- ✓ To assess the benefits of consumer cooperative members get from their coops.
- ✓ To examine the factors that affects the operation of consumer cooperatives.
- ✓ To study the level of satisfaction of consumer cooperative members.

1.4 Research questions:

- What benefits consumer cooperative provide for their members?
- What factors affect the operation of consumer cooperatives?
- What is the level of satisfaction of consumer cooperatives members/clients?

1.5. Significance of the study

This study will benefit the consumer cooperatives in the study area; in simplifying their activities, give feedback how to improve their services, eliminate/minimize compliance associated with their services; for the government body give information of how the consumer cooperatives are effective from the government perspective in solving social problems. And the outcome of this study will help those policy makers to revise the existed consumer cooperative law. And also may be motivate other researchers to conduct research on this area.

1.6. Scope of the study

The study was focused on economic and social aspects of Consumer cooperative effectiveness in Addis Ababa Akakikaliti sub-city. According to CSA (2011), this sub-city has comprised 11 Woreda's which is currently reached to 13 wereda's which covers a surface area of 118.08square kilometer and population size of about 195,273. This sub-city is mostly surrounded by rural areas which are the base for selecting to make the study on the consumers' cooperatives in this area.

1.7 limitations of the study

The study was restricted both by the time and money. Beyond this to collect data from the study area some of the respondents unwilling to filled the questioner by not understood the aim of the study and it took time to convince those respondents. The other constraints are there are no adequate materials for reference.

1.8 Organization of the paper

The overall paper consists of five chapters with different sections and sub-sections. Chapter one deals with the general introduction of the work with more emphasis on the background of the study, statement of the problem, general and specific objectives of the study ,significance of the study, scope of the study, limitation of the study, Chapter two reviews the most relevant literatures and related studies on consumer cooperatives. Chapter three focuses on methodology of the study .Chapter four deals with the data presentation, analysis and discussion of the study and Finally Chapter five deals with Summary, Conclusion and Recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURES

The main purpose of a literature review is to provide foundation of knowledge on the topic of existing literature, in order to demonstrate to the readers what has already been done in the field, identify knowledge gaps and areas that need further research.

2.1 Theoretical literatures

2.1.1 Definition and concepts of cooperatives

Cooperation has been the very basis of human civilization. The inter-dependence and the mutual help among human beings have been the basis of social life (Krishna swami, 1992). However, modern type of co-operative enterprise has its origins in the 19th century and has become one of the most ever-present example forms of business/economic enterprise. The first modern cooperative, the Rochdale society, was established in England in 1844. It started with 28 members who purchased one share each of stock. The members consisted of craftsmen such as weavers or shoemakers. The members decided to join to work together, sell their products under one roof, and use a part of earnings to purchase supplies in quantity at economical price, another portion of the earnings would be reinvested in growth of the society, and the remainder would be returned to the individual member in the form of refunds (Chukwu, 1990) cited by (Jemal Mahmud,2008).According to the International Cooperative Alliance (1995), “a cooperative is an autonomous association of persons united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly owned and democratically controlled enterprise.”Fetrow and Elsworth (1947), define cooperative as a group of people organized to work together for mutual benefits. Economic cooperation is a form of business with democratic ownership and control by member patrons having common needs, serving themselves on a non-profit basis, and receiving benefits proportional to participation. Other scholarsZeuli and Chep(2004), defines cooperativeas a user owned, user controlled business that benefits on the basisof use.

2.1.2 Types of cooperatives

According to (Newfoundland-Labrador Federation of Co-operatives, n.d) which is cited by yoseph Derese (2014), Cooperatives can be formed for many different purposes and are classified in many ways: by sector, by purpose and by membership

Financial Cooperatives: These cooperatives offer deposit, loan and/investment services for members. Credit unions are the most common example of this type of cooperative.

Retail Cooperatives: These cooperatives provide their members with goods such as food, hardware, clothing and many other product types. They range in size from small purchasing groups to large supermarket and retail supply organizations.

Service Cooperatives: These cooperatives provide a variety of member services including housing, child care, water supply, communications, energy, health care, transportation, communication, and municipal services. Almost any community service can be delivered using the cooperative business.

Producer Cooperatives: They provide their member/producers with services necessary to support their business activities and market their products and services. They are prominent in the agricultural sector where they process and market products, provide farm supplies, operate feedlots and run community pastures. Cooperatives also operate in other primary sectors including the fishery, forestry, cultural and crafts sectors.

Worker Cooperatives: These cooperatives are owned by their employees and their purpose is to provide them with work through the operation of their enterprise. They are prominent in such sectors as organic foods production, the arts and entertainment industry, forestry, construction and home care sectors.

Multi-stakeholder Cooperatives: These cooperatives include different categories of members who share a common interest in the success of the business. The members often include employees, investors and service recipients. They are prominent in the community development, home care and health care sectors.

2.1.3 Governance of cooperatives

According to the Organization for Economic Co-operation and Development (OECD) is: “The system by which corporate businesses are managed and controlled and where obligations are established between the different persons involved in the organization: owners, board, administration, employees, as well as the rules and procedures for decision-making in these businesses.” Good Governance allows a Cooperative to establish who its members are, who has power and how they should exercise this power in the entity through the governance mechanisms. Consumers' cooperatives utilize the cooperative principles of democratic member control, or one member/one vote. Most consumers' cooperatives have a board of directors elected by and from

the membership. The board is usually responsible for hiring management and ensuring that the cooperative meets its goals, both financial and otherwise. Democratic functions, such as petitioning or recall of board members, may be codified in the bylaws or organizing document of the cooperative. Most consumers' cooperatives hold regular membership meetings (often once a year). As mutually owned businesses, each member of a society has a shareholding equal to the sum they paid in when they joined. (<http://www.quora.com>)

2.1.4 Characteristics of consumer cooperative stores

The main characteristics of consumer's co-operative stores are owned and managed by the consumers themselves in order to eliminate middlemen and to obtain their requirements at reasonable prices. They are also termed as consumer cooperative societies.

A consumers' co-operative society is a voluntary association of persons and is registered under the Co-operative Societies Act. The membership of these stores is open to all the adults. There is a democratic control and management of the affairs of these societies. Goods are sold to members or non-members on cash basis. Capital of these societies is raised by issuing shares to the members. The shares are usually of smaller denomination, so that persons having limited income could also contribute and become members of the societies. Right to withdraw the capital is also given to the members as and when they like. Every member is allowed to cast one vote irrespective of the number of shares purchased by him. The societies operate on the principle of 'one member one vote'. Very less amount is spent on advertising. This is because the goods are mainly purchased for the members. The accounts of these societies are regularly audited by an auditor appointed by the Registrar of Co-operative Societies. The goods are purchased by the societies in bulk thereby availing the economies of large scale purchasing. The members are given dividend on the amount of shares held by them (<http://www.quora.com>).

2.1.5 The values and principles of cooperatives

According to the international cooperative alliance (1995), cooperatives function based on the values of self-help, self-responsibility, democracy, equality, equity, and solidarity. In the tradition of their founders, cooperative members believe in the ethical values of honesty, openness, social responsibility, and caring for others.

2.1.5.1 The value of cooperatives

Self-help: It means one should try to solve his problem with his own efforts, means and resources available. But self-help succeeds only up to the point. Therefore, it needs joint-effort

with these who have the same problem. They can pool some problems and means. So, they become more potential in group than individual. Groups are more powerful he learns with experience of other fellowmen, this becomes mutual-self-help.

Self-responsibility: coupled with self-help and mutual self-help is the value of self-responsibility. Ever office-bearer, member of Board of Directors or management must take responsibility of his personal actions, for the activity as whole and for its impact on society. Similarly each member of cooperative should realize and accepts his responsibility towards cooperative and commit himself to it. A cooperative can achieve its objective and progress only when everyone involved in its functioning, including employees, feel his accountability and discharge his responsibility with commitment, dedication and sincerity of purpose. This is what the Rochdale Pioneers demonstrated and they succeeded.

Democracy: Democracy is a basic value of cooperatives. In the context of cooperatives, the essence of democracy is “conscious decision” based on the “free will”. “Conscious decision” means understanding the logic or rationale of taking decisions and be aware of the possible consequence of the decisions and their impact on individual and institution. “Freewill” means no forcing of the decision from outside. “Participation” is an integral aspect of democracy. Participation includes attending general body/ board meetings, actively once opinion on various matters and issues affecting society. It also encompasses participation in strengthening internal finance and business.

Equality: Equality means equal rights and opportunities, right of participation a right to be informed, a right to be heard, a right to be involved in the decision-making. Members are to be associated as equal as possible, without any kind of discrimination of gender, religion, caste, creed, race, amount of share capital contribution, deposits political affiliation, etc. That is why one member one vote is the principle, which establishes equality.

Equity: It refers to how members are treated within a cooperative. It means that members should be treated equal in how they are rewarded for their participation in cooperative normally through patronage dividends, allocations to capital reserves in their name or reductions in charges. Equity ensures social justice.

Solidarity: It is an important base of cooperatives. Solidarity is collectively management have the responsibility to ensure that all members are treated as fairly as possible, that the general interest is always kept in mind, that there is consistent effort to deal with employees (members or

non-members), as well as the non-members. It also means that a cooperative has a responsibility for the collective interest of its members. It indicates that society's financial and social assets belong to the group, being the result of joint efforts and participation. Solidarity also means that cooperatives and Co-operators stand together. They work together to present a common entity before the public and government.

Honesty: This is most important for survival of cooperatives. RochdalePioneers had a special commitment to honesty. Indeed, their identity in the market was distinguished partly because they insisted upon honest business honest measurement, high quality and fair prices. Cooperatives ideal is honest dealing with members and non-members. Therefore, cooperatives have bias towards openness. They regularly reveal to their members and other information relating to their performance. Scope of honesty is much wider in cooperatives than what generally is understood. For individual honesty is not monetary honesty only, but also honest of thoughts, commitments, behavior and conduct, no hypocrisy of falsehood, no understand dealings or false promises, no dishonesty in elections. In cooperatives honesty also encompasses correct maintenance of accounts and balance sheet, correct information to members, objectivity and fairness in personal matters. It prohibits undue favors of any kind to anyone. Individuals' co-operators honesty, business honesty and managerial honesty brighten the image of cooperatives and their identity. Without honesty cooperatives have no cause to exist, no future to sustain them. Cooperatives will be in peril and danger of self-liquidation without honesty.

Openness: It means that cooperatives are open to members of community they serve. They have a commitment to serve and assist individuals in helping themselves.

Social Responsibility: In fact Social responsibility and caring for others are overlapping concepts. It means that cooperatives should move beyond carrying for members only. They should financially assist or organize activities beneficial to the entire community. However, such activities can be taken up when cooperatives have surplus.

Caring for others: Take interest in and care about other people and this concept stems from humanism. Cooperatives are human by nature though their main concern is to achieve economic objective.

2.1.5.2 The principles of cooperatives

Voluntary and Open Membership; Cooperatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

Democratic Member Control; Cooperatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary cooperatives members have equal voting rights (one member, one vote) and cooperatives at other levels are also organized in a democratic manner.

Member Economic Participation; Members contribute equitably to, and democratically control, the capital of their cooperative. At least part of that capital is usually the common property of the cooperative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing their cooperative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions, with the cooperative; and supporting other activities approved by the membership.

Autonomy and Independence; Cooperatives are autonomous, self-help organizations controlled by their members. If they enter into agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their cooperative autonomy.

Education, Training, and Information; Cooperatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their co-operatives. They inform the general public - particularly young people and opinion leaders - about the nature and benefits of cooperation.

Cooperation among Cooperatives; serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional and international structures.

Concern for Community; Cooperatives, work for the sustainable development of their communities through policies approved by their members.

2.1.6 Organizational Effectiveness Approaches/models

Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce. Organizational Effectiveness groups in organizations directly concern themselves with several key areas.

2.1.6.1 Goal Attainment Approach/model

The earliest is the goal attainment approach and is characterized by an identification of goals to measure performance. The goals model defines effectiveness as the degree to which an organization has achieved its goals. (Wikipedia)

2.1.6.2 System Model

The system model, while not neglecting the importance of the ends, emphasizes the means needed for the achievement of specific ends in terms of inputs, acquisition of resources and processes. The conception of the organization is grounded in the open system approach whereby the inputs, transformation process and outputs are considered part of a whole and not independent component. An organization is effective to the extent that it can obtain needed resources from its environment (Yuchtman and Seashore, 1967). According to Wesley A. Martz (2008) the systems approach to evaluating organizational effectiveness highlights the process an organization utilizes to achieve its purpose, not only the outcomes or impacts.

2.1.6.3 Strategic-Constituencies Model

According to Colon and Deutch (1980), this model broadens the scope of the two previous models by adding the expectations of the various powerful interest groups that gravitate around the organization according to Connolly. Thus, the organization is perceived as a set of internal and external constituencies that negotiate a complex set of constraints, goals and referents. And according to Goodman et al. (1977) that is, the owners, employees, customers, suppliers, creditors, community and government represent interest groups that must be satisfied in order to ensure the effectiveness and survival of the organization.

2.1.6.4 The Contradictions Model

Robbins (1983) with regard to measuring organizational effectiveness different writers use various approaches such as Human Relations Model, Open Systems Model, Internal Process Model and Rational Goal Model, whether the organization is effective or not. Each model has its own indicators depending on the situation of the research nature that to be conducted. The idea of trying to characterize a whole organization as totally effective or ineffective is problematic. In

any organization there may be parts of the organization that function well and suggest effectiveness while other aspects of that same organization perform poorly.

Central Assumptions of the Contradictions Model are:

- Organizations face complex environments that place multiple and conflicting demands and constraints on them. It may not be possible to succeed in meeting all the environmental conditions an organization faces.
- Organizations have multiple, conflicting goals. It is impossible to maximize achievement of all goals.
- Organizations face multiple internal and external stakeholders or constituent groups that make competing or conflicting demands. It may be impossible to satisfy all groups of people who express interest in a company.
- Organizations must manage multiple and conflicting time demands. Satisfying short- or long-term demands at the expense of the other may result in sub-optimal performance.

2.1.6.5 Services

According to Lovelock and Wright (2002), a service is an act or performance offered by one party to another. And also the process may be tied to a physical product; the performance is essentially intangible and does not normally result in ownership of any of the factors of production. Services are economic activities that create value and provide benefits for customers at specific times and places, as a result of bringing about a desired change in or on behalf of the recipient of the service. And Zeithaml et al (2006), further define the service as all economic activities whose output is not a physical product and construction, is usually consumed at the time it is produced, and provides added value in forms that are essentially intangible concerns of its first purchaser. According to Robin (1989), service has four characteristics.

Intangibility:-services are intangible i.e. they do not have physical substance. Consumers cannot touch, see, smell, or taste services before purchasing them. This poses difficulties for the services marketer because target customers may be reluctant to buy what they cannot physically examine.

Heterogeneity:-services are heterogeneous i.e. they are not standardized .The nature of offering of any one seller may differ from one time period to another .Further, two or more employees of one firm may provide service that are quite different from each other.

Inseparability:-marketers and services they provide are always inseparable that is they are continually at the same place at the same time. Service cannot exist unless the marketer is present.

Perishability:-Service tends to have very short life spans. Tangible goods can be produced and then placed in inventory, so that they are available when and where customers want them. Service, however, cannot be stored.

2.1.6.6 Service Quality

Service quality is a complex concept which refers to some attribute of what is offered, provided whereas satisfaction or dissatisfaction refers to a customer's reaction to that offer (Kasper and Gabbott, 2006). And according to Zeithaml et al. (2006), service quality focuses specifically on dimensions of service. Service quality is the totality of features and characteristics of service that bear on its ability to satisfy stated or implied needs. And Chen (2011) describes service sector excellent service quality is the core of consumer satisfaction whereas motivated employees are essential for improving the quality of service.

2.1.6.7 Service provision

According to Isovita and Lahtinen (1994), in service provision to consumers three participants are not missed. Those are service environment, contact person, other customers. So, providing service is actually a series of activity of these three elements. In the service providing activity some customer participates actively by sharing suggestion or giving positive and negative feedback to the personnel; other remains passive like let the personnel do their own job (ILO, 2002). Thus each customer needs be served differently but should be served with equal respect.

2.1.6.8 Consumers' Expectations

Consumer expectations refers to the perceived value or benefits that the consumers seek when purchasing a good or availing a service. They are the result of the 'learning' process and can be formed very quickly (mbaskool.com). Kotler (2000) further states, Consumers form their expectations from their past experience, friends' advice, and marketers' and competitors' information and promises. Therefore, perceived service quality is viewed as the difference between consumers' perceptions and expectations for the service provided.

2.2 Empirical literatures

2.2.1 The Role of Cooperatives in Community Economic Development

Cooperatives have been an effective way for people to exert control over their economic livelihoods as they play an increasingly important role in facilitating job creation, economic growth and social development (Ahmad Bello, Dogarawa2005).According to RDI (Working Paper #2005-3), Co-operatives offer communities' opportunities to create employment for local residents, create power in the market place, make goods and services available, prevent the leakage of local money and assist in youth retention

2.2.2 Cooperative Movement in the world

According to new world encyclopedia, The cooperative movement began in Europe in the 19th century primarily in England and France following the industrial revolution and mechanization the economy transformed society and threatened the livelihood of many workers. But The Rochdale Pioneers are regarded as the prototype of the modern co-operative society and the founders of the Cooperative Movement (International Cooperative Alliance, 2018).This may be the basis for the establishment of the International Cooperative Alliance's aims to provide information, define and defend the Cooperative Principles and develop international trade.

The International Co-operative Alliance is a non-governmental co-operative federation representing co-operatives and the co-operative movement worldwide. It was founded in 1895. The Alliance maintains the internationally recognized definition of a co-operative in the Statement on the Co-operative Identity. Alliance represents 313 co-operative federations and organizations in 109 countries (international cooperative alliance, 2017).The Alliance consists of a 20-member governing board, a General Assembly, four regions (one each for Africa, Europe, Asia-Pacific, and Americas), and different sectorial organizations and thematic committees. Among the regions: Alliance Asia – Pacific, Alliance Africa, Co-operatives Europe, and Co-operatives Americas.

2.2.3 Cooperative movements in Africa

According to Fredrick O. Wanyama (2009), the recognition of cooperatives as crucial means for poverty alleviation and therefore, African development has been widely acknowledged. It is for this reason that cooperatives have been promoted in virtually all African countries since the colonial period. The history of cooperative development in independent Africa generally phased into two eras: the first era running from the immediate post-colonial period in the 1960's to the

mid-1990s and the second era occurring during the global economic reforms from the mid 1990's to the present, which has been characterized liberalization of the economy. Cooperatives in Africa have their origins in foreign models that were largely designed to achieve exterior motives (ILO, 2008).

2.2.4 Cooperative movements in Ethiopia

According to Bezabih (2009), Cooperation among people has existed since history has been recorded. Traditional forms of cooperation involved community members voluntarily pooling financial resources through "iqub", which was an association of people having the common objectives of mobilizing resources, especially finance, and distributing it to members on rotating basis. There were also initiatives for labor resource mobilization that were to overcome seasonal labor peaks, known as "Jigie", "Wonful", among others. There also was the idir, which was an association for provision of social and economic insurance for the members in the events of death, accident, damages to property, among others. These informal associations continue to operate in Ethiopia. And Bezabih further states, the first modern forms of cooperatives establishment in Ethiopia was in 1960. This new cooperative movement was triggered by reforms made to the socio-political system during the Derg regime; cooperatives were formed to assist in the implementation of the Government's policy of collective ownership of properties. Under this system, cooperatives were forced to operate in line with socialist principles, which meant that production and marketing of produce were undertaken through collective mechanisms.

According to Veerakumaran (2007), proclamation No.147/1998 to provide the establishment of cooperative societies had also declared by the federal government to bring all types of cooperatives under one umbrella. The Federal Cooperative Commission (currently Federal Cooperative Agency) based on proclamation No. 274 / 2002 was established in 2002. More over to correct the short comings in the proclamation No. 147/1998 and amendment 402/2004 and regulation number 106/2002 became an important instrumental document in the cooperative movement of the country. The Federal Cooperative Agency (FCA) was organized at the federal level to provide support and capacity building services to regional cooperative institutions. The FCA is the highest government structure for cooperative promotion in the country. FCA has a mandate to supervise the appropriate implementation of legislation for cooperatives; plan cooperative policies and legal procedures consistent with the international conventions on

cooperatives; ensure policy coherence between cooperative policy and the broader policy environment (FCA, 2008b).

2.2.5 Challenges of Cooperative Movements in Ethiopia

According to KifleTsefamariam (2015), the rapid growth and the overall progress of cooperative movement during the last 50 years of its existence are not very impressive. He support his argument by different document analysis and field reports results to indicate that the cooperative movement in Ethiopia is beset with several challenges related to dependence on government awareness, governance, accountability, legislative and policy support and new product development. But according to MuthyaluMeniga (2015) the main cause of those issues is due to the lack of public's confidence that may affect the stability, growth and development of the cooperative movement. On the other hand, Consumer cooperatives have been facing lot of challenges such as quality, quantity, pricing, salesman, management and other issues. These issues reduce the efficiency and effectiveness of cooperatives; this in turn affects cooperative development and members benefits (Dr. K. KanagarajMosisa Deressa, 2012).

CHAPTER THREE

METHODOLOGY OF THE STUDY

3.1. Description of the study area

Addis Ababa comprises 6 zones and 28 woreda's. The city is divided into 328 dwelling associations (Kebeles) of which 305 are urban and 23 rural. The city council is made up of 18 bureaus, offices and authorities. Amharic is the working language of the city administration. Addis Ababa is located in the heart of the country surrounded by Oromia region.

Addis Ababa is the capital city of Ethiopia. It is also the largest city in the country by population, with a total estimated population of 4,793,699 according to the world population review. Addis Ababa is a chartered city and as such, is considered both a city and a state. It is the largest city in the world located in a landlocked country. This capital city holds 527 square kilometers of area in Ethiopia. The population density is estimated to be near 5,165 individuals per square kilometer available. Akakikaliti is one of the ten sub cities found in Addis Ababa which my study focuses on that have an area of 118.08 square kilometer and a population of 195,273 from which 95,558 male and 99,715 female with a population density of 1653.7 per square meter. Akakikaliti is the second wide area coverage next to bole sub-city which has 13 weredas, the two one is newly established following the new reform carried out in the country. In Akakikaliti sub city there is 19 consumer cooperatives that have a total of 36,899 consumer members among those 17,532 men and 19,367 women. These consumer cooperatives create job opportunity for 174 men and 261 women. Those consumer cooperatives form one cooperative union in 2011 with 7 basic consumers cooperative and having a startup capital of 175,000 ETB. Now this union has 19 consumers cooperative and mobilizes more than 4.1million ETB.

3.2. Data types, sources and method of collection

As it is known quantitative data type is used for the systematic investigation of phenomena by gathering quantifiable data and performing statistical, mathematical or computational techniques, the researcher prefer this data type to arrive on relatively conclusive answer to the research questions. Both primary and secondary data sources were used. Primary data will be collected for the purpose of getting accurate; update and unbiased information/data. And the secondary data

will be collected to improve the understanding of the problem and to provide a basis for comparison for the data that is collected by the other researcher or the data that is gathered for other purpose. Data collection is the process of gathering and measuring information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes. The goal for all data collection is to capture quality evidence that then translates to rich data analysis and allows the building of a convincing and credible answer to questions that have been posed (kabir S.M.S, 2018).For this research survey research method was used in primary data collection. Primary data was collected through structured questionnaire. The questionnaires was prepared in closed-ended and designed in 5 point Likert-scale type and multiple choice questions was distributed to consumer cooperative members and staffs to get first-hand information, and field observation was done to see the overall activities of consumer coop in the research area. Secondary data was collected from published and unpublished magazines, newspaper, articles annual reports, brochures, books, different websites, and internets.

3.3. Sampling techniques and sample size determination

3.3.1 Sampling techniques

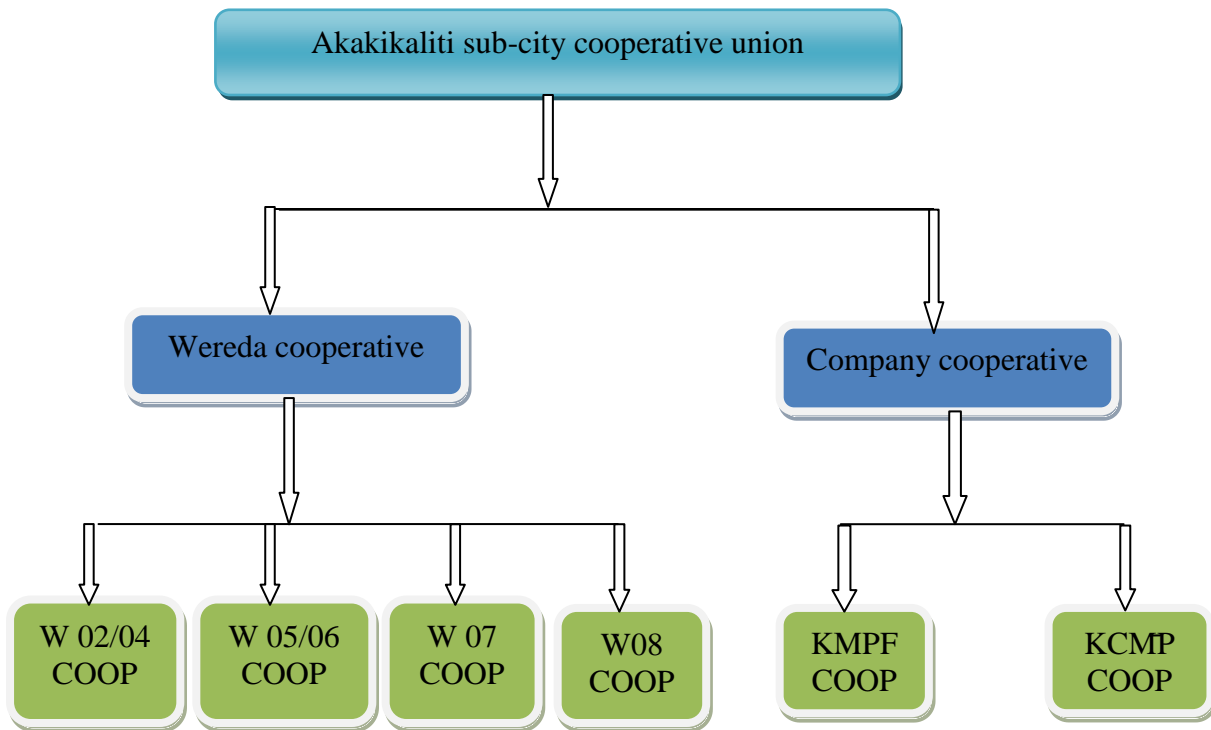
The researchers believe in generalizing the findings derived from the sample to the target population (the consumer cooperative members), probability sampling technique is more useful and precise.

3.3.2 Sample size determination

Even if the members of consumer coops are homogeneous to make the sample to be drawn from the sampling frame more precise and representative stratified sampling was used. The first strata was formed based on the common characteristics i.e. consumer cooperatives in wereda and in company (figure 3.1) in the study area. Then, a total of 6 consumer coops (4 from wereda and 2 from company) was randomly selected to make the sample representative and to see the company and Woreda's consumer cooperative activities by using probability proportional to size (pps) (table 3.1).Then 100 Samples was selected (25% from companies and 75% from weredas) by using Yamane's (1967) simplified formula to calculate sample sizes, with a 90% confidence level, expected margin of error (e) of 0.1 and $P = 0.5$ are assumed for Equation:-

$$n = \frac{N}{1+N(e)^2} = \frac{14088}{1+14088(0.1)^2} = 100$$

Figure 3.1 strata of coops formed by the researcher based on simple random sampling



Source; formed by the researcher

Table 3.1 Sample size of consumer cooperatives and number of respondents in wereda and company, 2019

			Total Members in a coop	No. of Sampled members
Name of sampled Consumer cooperative	In wereda	W 02/04 coop	3198	18
		W05/06 coop	2864	16
		W07 coop	4517	25
		W08 coop	2976	16
		Sub total	13555	75
	In company	K.M.P.F coop.	183	9
		K.C.M.F coop.	350	16
	Sub total	533	25	

		G/total	14088	100
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Source; Akakikaliti consumer union Magazine 2007

3.4. Method of data analysis

All the data obtained from respondents through questionnaires was analyzed by using descriptive statistical techniques to make them suitable for interpretation, descriptive statistics percentages was used. To make the analysis of data convenient, raw data was coded and analyzed on question-by- question bases, and the statistical result of the questionnaire was analyzed using the Statistical Package for Social Science (SPSS).

CHAPTER FOUR

RESULTS AND DISCUSSION

This chapter deals with the data presentation, analysis and discussion of the major findings in relation to the respondents in the research area.

4.1 Response rate of the respondents

Table 4.1 Response rate of the respondents

Questionnaire	Respondents	Percentage
Returned	93	93.0
Not returned	7	7.0
Total distributed	100	100.0

Source; field survey 2019

As shown in the above table 4.1, 100 questionnaires were prepared and distributed to staffs, members and consumers of akakikaliti sub city Consumer cooperatives. Out of 100 questionnaires that were distributed 93 were returned and 7 questionnaires were not returned. The return rate indicates that there was a high rate of response from the respondents at the research area.

This result shows that how the researcher convinces the respondents to get a high return rate to fulfill the general and specific objectives of the study and make the study reliable.

4.2 Demographic characteristics of the respondents

Table 4.2 Demographic characteristics of the respondents

S.N	variables	Classification of variables	frequency	percent	Valid percent
1	Gender	Male	57	61.3	61.3
		Female	36	38.7	38.7
		Total	93	100	100
2	Age	from 18-24	8	8.6	8.6
		from 25-35	44	47.3	47.3
		from 36-45	21	22.6	22.6
		above 45	20	21.5	21.5
		Total	93	100	100

S.N	variables	Classification of variables	frequency	percent
3	Marital status	Married	59	63.4
		Unmarried	28	30.1
		Divorced	4	4.3
		Widowed	2	2.2
		Total	93	100
4	Educational background	Illiterate	3	3.2
		from 1-6	1	1.1
		from 7-8	5	5.4
		from 9-10	8	8.6
		Preparatory	5	5.4
		diploma and above	71	76.3
		Total	93	100
5	Years of membership	less than 1 year	5	5.4
		from year 1-2	21	22.6
		from year 2-5	24	25.8
		above 5 years	43	46.2
		Total	93	100

Source; field survey 2019

As shown in table 4.2, respondents result shows that 61.3% are male and 38.7% female the result shows that the majority of the respondents were male. The answers of respondents to their age category shows that, the majority of the respondents were 47.3% are from the age of 25 to 35, 22.6% are from the age 36-45, 21.5% above age 45 and the remaining 8.6% are the age of 18 to 24. The result indicates that more than 47% of respondents were less than 35 years old. Concerning the marital status, the majority or 63.4% of the respondents are married, 30.1% unmarried, 4.3% divorced and 2.2% of them are widow respectively. The result shows that the most consumers (customers), staffs and members of consumer cooperative in the study area were married people. The educational statuses of the respondents are from illiterate to higher education. The majority above three fourth of the respondents (76.3%) have diploma and above, 8.6% from grade 9 to 10, 5.4% are from grade 7 to 8 and preparatory, 3.3% are illiterate and the

remaining 1.1% are from grade 1 to 6. This shows that more than 76 % of the respondents in the study area have Diploma and more than diploma. In terms of membership the majority of respondents or 46.2% of them were clients/members of the consumer cooperative for above five years, 25.8% from two to three years, 22.6% from one to two years and 5.4% of them are less than one year respectively.

In general as it is seen from the above table 4.2, the majority of the respondents of this questioner were male in the age category of 25 to 35 years old which are married having diploma and above educational background and experienced more than five years as a member/clients of consumer cooperatives. This result arises the question of the equality of gender in the study area as it is known the equality of gender is still in the fatal stage. On the other hand, the great numbers of respondents were Youngers and qualified this may take as an opportunity since the youngest are energetic and ready for change.

4.3 Factors affecting consumer cooperative effectiveness

Table 4.3 absence of clear vision and goal

	frequency	percent	Valid percent
Strongly agree	5	5.4	5.4
Disagree	12	12.9	12.9
Neutral	13	14.0	14.0
agree	35	37.6	37.6
Strongly agree	28	30.1	30.1
total	93	100.0	100.0

Source; field survey 2019

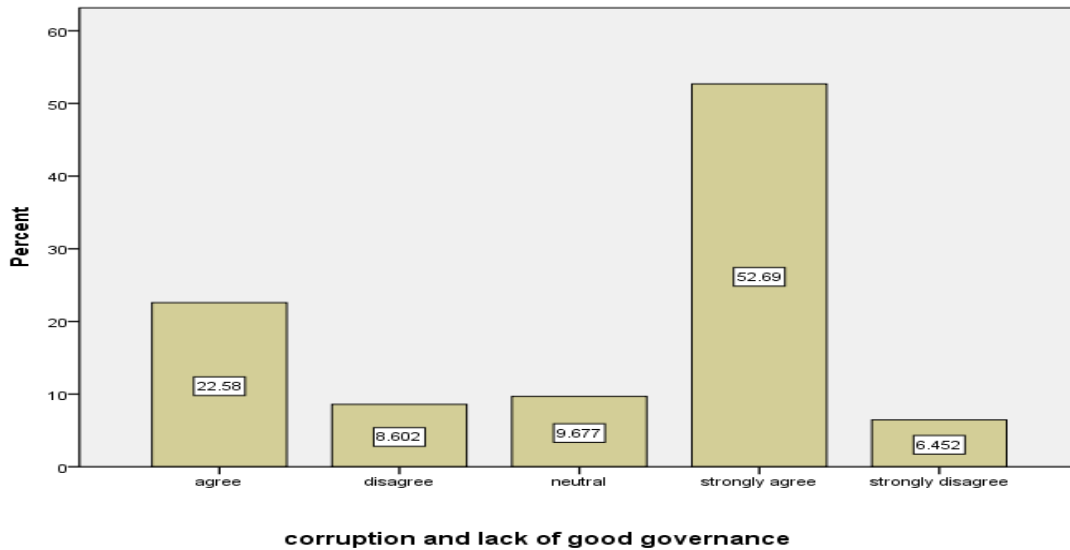
As indicated in the table 4.3, for question asked, if there was clear vision and goal, the majority of respondents or 37.6% were agreed, 30.1 % strongly agreed, 14% were neutral 12.9% disagreed and 5.4 % were strongly disagreed. For this reason, the result indicates that the majority of the respondent's belief that there was absence of clear vision and goal of consumer cooperatives to be effective in the study area.

According to Robbins (1983), organizational effectiveness requires multiple criteria; it must consider both means and ends. This Organizational Effectiveness groups in organizations directly concern themselves with several key areas/model like goal attainment model, system model, strategic-constituencies model and contradictions model. Besides, according to this study

absence of clear vision and goal, corruption and lack good governance, lack of sense of ownership by members ,lack of transparency and accountability of members, lack of capacity of leaders ,insufficient financial resources and lack institutional autonomy is the cause for the ineffectiveness of consumer cooperatives in the study area.

Clear vision and goal is helpful for any organization to be effective but there is an absence of clear vision and goal in the study area as indicated in the above table 4.3 this will make this coops lagging behind and not trusted by consumer cooperative members. So, the vision and goal of cooperatives clearly set in the beginning of any physical period and must be known by all members.

Figure 4.1 corruption and lack of good governance



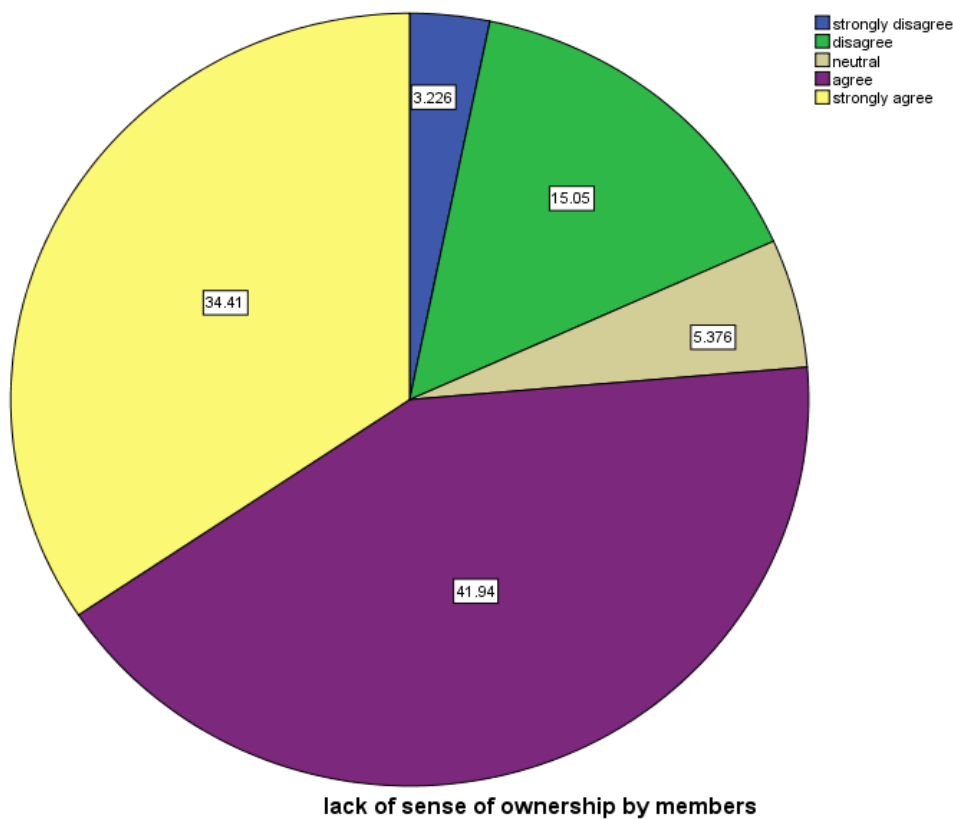
Source; field survey 2019

As shown in figure 4.1, for the question asked, if there were corruption and lack of good governance, the majority or 52.7 % of the respondents strongly agreed, 22.6% agreed, 9.7 % of them were neutral. 8.6 % disagreed 6.5% strongly disagreed. Thus, the result indicates that the majority of the respondent's belief that there were Corruption and lack of good governance in the consumer cooperatives not to be effective in the study area.

Corruption and lack of good governance is an obstacle for any developing countries to be developed. In general anti-corruption movements of any country have not been successful without accountability to all citizens. Since corruption is more likely to have greater impact on

the effectiveness of consumer cooperatives. That is why more than 52% of the respondents strongly agreed on this issue. Even though the view of those disagreed, strongly disagreed and neutral should not be ignored. Especially, such issues like corruption, when public perceptions about corruption are positively high and there are high internal and external difficulties for controlling this corruption. On the other hand, when there are not ample controlling mechanisms like auditing, monitoring and evaluation of all activities in consumer cooperatives tend the increment of corruptions.

Figure 4.2 lack of sense of ownership by members

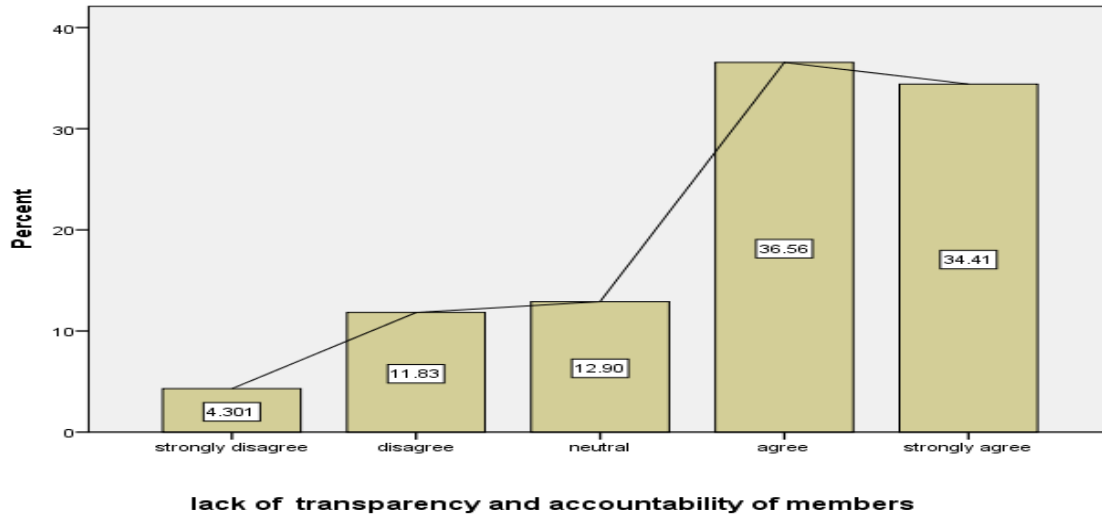


Source; field survey 2019

As shown in the figure 4.2, for the question asked, if there was lack of sense of ownership by members, the majority or 41.9% of the respondents were agreed, 34.4 % of them were strongly agreed, 15.1% disagreed, 5.4% were neutral and 3.2 % were strongly disagree. Therefore, the result indicates that the majority of the respondents were agreed on there is a lack of sense of ownership by members which are the one of the hurdle for effectiveness.

Sense of ownership is emanating from the attitude of members of these consumer cooperatives which is critical for the success of any cooperatives when everybody in consumer cooperatives start thinking as these cooperatives is mine, they start to support cooperatives in all things they can do. On the other hand cooperatives should have human based since its first establishment aim is for to support the low income societies.

Figure 4.3 lack of transparency and accountability of members



Source; field survey 2019

As indicated in figure 4.3 for question asked, if there was lack of transparency and accountability, the majority or 36.6 % of the respondents agreed. 34.4 % of them were strongly agreed, 12.9% of them were neutral, 11.8% of them disagreed and 4.3% of them were strongly disagreed. Thus, the result indicates that the majority of the respondent’s belief that there was lack of transparency and accountability that makes consumer cooperatives not to be effective in the study area. The lack of transparency and accountability of members in consumer cooperatives may address some issues which is not helpful for the development of cooperatives, rather it exterminate them through times. So, a great care should be taken to allow those coops at least continue with covering their running cost that helps the nearby society get the service from them.

Table 4.4 Lack of Capacity of the leaders

	frequency	percent	Valid percent
Strongly disagree	2	2.2	2.2
Disagree	8	8.6	8.6
Neutral	16	17.2	17.2
Agree	32	34.4	34.4
Strongly agree	35	37.6	37.6
Total	93	100.0	100.0

Source; field survey 2019

As shown in table 4.4, for the question asked, if there were a lack of Capacity of the leaders, the majority or 37.6 % of the respondent strongly agreed 34.4 % agreed, 17.2 % of them were neutral, 8.6% disagreed, 2.2% of them strongly disagreed. Thus, the result indicates that there was Capacity constraint of the leaders that is the cause for ineffectiveness of consumer cooperatives in the study area.

Capacity constraints of the consumer cooperatives in the study area can be minimized by not only certain rules and principles instead of building the effort that distinguishes from other related cooperatives. The leaders of consumer cooperative must be business minded and clearly define each operational activity in line with applying those cooperative principles to diversify the services of those cooperatives. Besides, the need for capacity building of the leaders is required to properly manage better achievement of Consumer cooperative as well.

Table 4.5 insufficient financial resources

	frequency	percent	Valid percent
Strongly disagree	6	6.5	6.5
Disagree	20	21.5	21.5
Neutral	15	16.1	16.1
Agree	25	26.9	26.9
Strongly agree	27	29.0	29.0
Total	93	100.0	100.0

Source; field survey 2019

As shown in the table 4.5, for question asked, if there was insufficient financial resources that help consumer cooperatives to be effective, the majority or 29.0 % of the respondents strongly

agreed, 26.9% of them were agreed, 21.5 % of them were disagreed, 16.1 % of them were neutral and 6.5% of them strongly disagreed. Thus, the result indicates that the majority of the respondent's belief that there was lack of financial resources for consumer cooperatives not to effective in the study area.

Resources are always scarce in every aspect but systematic utilization of the existing resources is more important to achieve better result. Financial resources are a back bone for every business entities. From these financial resources, working capital is one that supports consumer cooperatives to grow and expand their services in the future to meet the new needs and wants of their demand. Besides, when these financial scarcities are not the case, consumer cooperatives build their capacity even to manufacture those consumer based products in large scale. On the other hand lack of financial resource impedes a consumer cooperative from acquiring what it needs to expand their product or service. If this is the case in consumer cooperatives exposed to critical problems to accomplish their operation. So, these consumer cooperatives can do a lot to go on the correct truck. One way of acquiring finance was avoid credit sales and makes sales on cash basis and it may be a short term credit sales was not bad on this regard.

Table 4.6 lack of institutional autonomy

	frequency	percent	Valid percent
Strongly disagree	5	5.4	5.4
Disagree	23	24.7	24.7
Neutral	19	20.4	20.4
Agree	18	19.4	19.4
Strongly agree	28	30.1	30.1
Total	93	100.0	100.0

Source; field survey 2019

As shown in table 4.6, for question asked, if there was lack of institutional autonomy the majority or 30.1 % of the respondent strongly agreed, 24.7% disagreed, 20.4 % of them were neutral,19.4% of them agreed and5.4% strongly disagreed. So, the result indicates that the majority of the respondent's belief that there was lack of institutional autonomy in the study area. Interruption of government in consumer cooperatives exposes those cooperatives to unnecessary political interests of the government.

4.4 Benefits consumer cooperative members get from cooperatives

Table 4.7 benefits consumer cooperative members get from cooperatives

What benefits do you get from consumer cooperatives?	percentage				
	S.A	A	N	D	S.D
1.job opportunity	38.7	34.4	8.6	8.6	9.7
2.source of income	26.9	39.8	15.1	8.6	9.7
3.stability of economy	34.4	43	9.7	10.8	2.2
4.basic commodity with fair price	32.3	47.3	5.4	9.7	5.4
5.quality product	17.2	30.1	15.1	28	9.7
6.availability of product at nearby	22.6	38.7	5.4	26.9	6.5
7.presence of product whenever needed	14	25.8	7.5	34.4	18.3
8.improved livelihood	12.9	21.5	18.3	35.5	11.8

Source; survey 2019

As shown in table 4.7, for the question asked, if there were providing job opportunity to members or the society nearby, the greater number or 38.7 % respondents were strongly agreed, 34.4% agreed, 9.7% strongly disagreed and 8.6% of the respondents were disagreed and neutral, This result shows that the majority of the respondents believed that consumer cooperative provide job opportunity for the people around them in the study area.

The employees of the consumer cooperatives in their response revealed that the consumer cooperatives was undertaking its social responsibility activity towards its employees through creating job opportunity for the members and other professionals even if priority is given for the members. On the other hand, this created job opportunities was not as big as be expected. Therefore, the Consumer cooperative stakeholder needs to work hard and generate new ideas to create more jobs to its members and others by expanding their services and product varieties.

If consumer coops were source of income for their members, the greater part or 39.8 % of the respondents were agreed and 26.9% of them were strongly agreed, 15.1% of them were neutral, 9.7% of them were strongly disagreed and 8.6% of them were disagreed. The result indicates that the majority of the respondents believed that consumer cooperative were a source of income for their members.

As it is known the main purpose of consumer cooperatives is not making huge profit but can operate with a running cost for mutual benefit of its members are required. These sources of

income cover a great part on the employees of this consumer cooperative directly even the society living around those coops indirectly by availing goods in fair price. This is the reason for more than 39% of the respondents of this question agreed and more than 26% strongly agreed.

If consumers cooperative create stability to the economy for the country, the majority of the respondents or 43 % of them agreed, 34.4% strongly agreed, 10.8% were disagreed, 9.7% were neutral and 2.2% were strongly disagreed. Therefore, the majority of the respondents' belief that consumer cooperative creates stability to the country's economy. If consumer cooperatives are creating job opportunity, source of income and low income community are supported by getting basic commodities with fair price. This all things directly or indirectly create stability for the economy of the country and the government can get a relief.

If the price of goods were reasonable or fair, the greater part or 47.3% of the respondent agreed and 32.3 % of the respondents were strongly agreed. Then, 9.7 % of them respondents disagreed and 5.4% were strongly disagreed and neutral. So, the result indicates that the majority of the respondents were belief that the price of goods was reasonable in the study area.

One of the aims of the existence of consumer cooperatives was providing consumable products with affordable price especially for those low income societies around coops. Besides affordable or fair price, to free them from illegal brokers between the producers and retailers this kind of collectiveness is very important. The responders confirm this by their response since the majority of responders (more than 47% and 32%) agreed and strongly agreed respectively.

With regard to the quality of goods and services the majority of the respondents or 30.1% were agreed and 9.7% were strongly agreed but 28% disagreed and 9.7% were strongly disagreed .Where as 15.1% of them are neutral. Therefore, this shows that majority of respondents were agreed with quality of goods and services that a member get from consumer cooperatives.

Quality of any product is determined by the suitability for the required purpose. Having this understanding in mind the answer got from respondents as shown in the above (table 4.7) the difference between agreed and disagreed is slight even if the majority is agreed. These quality products satisfy members of consumer cooperative and the users of the product this will yield an increase of sales and profits too.

If appropriateness of physical location of shops and accessibility, the majority of 38.7% of the respondents were agreed and 22.6% strongly agreed, 26.9% disagree and 6.5% strongly disagree.

So the result indicates that the majority of the respondents were agreed by the availability of products at nearby and accessible to users.

Accessibility of the product nearly around the residence of consumer cooperative members for close supervision and gives any support whenever required. On the other hand for the product users it helps as a time saving. The result revealed that, the majority of the respondents agreed by the accessibility of consumer cooperative shops at nearby.

The presence of products whenever needed in the study area, 34.4% of the respondents were disagreed and 18.3% of the respondents were strongly disagreed, 25.8% of the respondents were agreed and 14% were strongly agreed. 7.5% of the respondents were neutral. As a result of this analysis, the majority of the respondents were disagreed by the presence of products whenever needed.

Not only availing consumer cooperative shops nearby but also it is very necessary to avail the basic products to the society at nearby. Even if there is a scarcity to avail all products in the nearby consumer shops, availing basic products were mandatory. That is why the majority of the respondents of this study disagreed on their responses. And still yet have a question on the existence of product with plenty of amount and with a required time.

Concerning consumer cooperatives improved livelihood 35.5% of the respondents were disagreed and 11.8% of the respondents were strongly disagreed. On the other hand, 21.5% of the respondents were agreed and 12.9% of the respondents were strongly agreed. But 18.3% of the respondents were neutral. The result shows that the majority of the respondents were disagreed for consumer cooperatives improving the livelihood of the society nearby. Even if the majority of the respondents were disagreed by this question not a lesser number of the respondent agreed and strongly agreed this indicates that there is a gap on the view of cooperatives in improving the livelihood.

Table 4.8 respondent's opinion about what facilitate the operation of consumer cooperatives

What facilitate the operation of consumer cooperatives?	percentage				
	S.A	A	N	S.D	D
1.Quality of the product	24.7	35.5	12.9	6.5	20.4
2.Neutrality of local administration	24.7	25.8	19.4	7.5	22.6

What facilitate the operation of consumer cooperatives?	percentage				
	S.A	A	N	S.D	D
3.Infrastructure	21.5	33.3	18.3	9.7	17.2
4.reseanable price	35.5	52.7	3.2	4.3	4.3
5.government support	37.6	34.4	16.1	2.2	9.7
6.members participation	35.5	37.6	12.9	3.2	10.8
7.availability of basic products	33.3	21.5	5.4	11.8	28
8.timely distribution of commodities	29	21.5	5.4	11.8	32.3

Source; field survey 2019

As illustrated in the above table 4.8 shows that, 35.5% of the respondents were agreed and 24.7% of the respondents were strongly agreed. 20.4% were disagreed and 6.5% were strongly disagreed. 12.9% were neutral. This result shows that the majority of the respondents agreed for the quality of product/service can facilitate the consumer cooperatives activities in the study area. Concerning about neutrality of local administration, the majority or 25.8% of the respondent agreed and 24.7% strongly agreed. 22.6% of the respondents were disagreed and 7.5% strongly disagreed while, 19.4% respondents were neutral with this view. The result indicates that the majority of the respondent's belief that if there were neutrality of local administration consumer cooperative activities improved without any preconditions.

Relating to the adequate infrastructure facilities was available in the study area, the majority of the respondents or 33.3% of them were agreed and 21.5% strongly agreed. 17.2% of them responded as disagreed and 9.7% of them were strongly disagreed. 18.3% of them were neutral. Hence; the result indicates that the majority of the respondents believed that infrastructures facilitate consumer cooperatives activities in the study area.

Infrastructure is very important for any organization that could facilitate their operations. This means is not saying infrastructure is fully applied in the study area. It is yet but encouraging work has been done concerning this issue. More over the committee of those consumers cooperative play their part on improving these infrastructures.

Relating to the reasonable price, 52.7% of the respondents were agreed and 35.5% of the respondents were strongly agreed and 4.3% of the respondents were disagreed and strongly disagreed. 3.2% of the respondents was neutral. So, the result indicates that the majority of the respondents were agreed on the reasonable price will facilitate consumer cooperative

services. Reasonable price of goods can facilitate and ease the operation of consumer cooperatives. Therefore the management of consumer cooperatives strongly works on making the price fair and affordable to those clients or members of these coops. When the price of these products is fair the operation of consumer cooperatives go smoothly without any obstacle. This smooth operation can satisfy the staff of consumer cooperatives and the clients of these cooperatives.

With regard to government support to expand consumer cooperative services, the greater part or 37.6% of the respondent strongly agreed and 34.4 % agreed. On the other hand 16.1 % of them were neutral with this view. Only 9.7 % of them were disagreed and 2.2% of them were strongly disagreed. So, the result indicates that the majority of the respondents believe government support helps consumer cooperative to expand their services in the study area. From this analysis we can understand that support of government is determined in different ways starting from making transparent policies to continual improvement of those policies that could be applied in lower level of government structures to facilitate those consumer cooperatives in order to give sustainable and uninterrupted service. That is why it is believed by more than 37% of those respondents strongly agrees and more than 34% of them agreed government support really help the expansion of consumer cooperatives and facilitates their activities.

On the other hand, regarding to member's participation in facilitating consumer cooperative services, the majority or 37.6% were responded agreed and 35.5% strongly agreed. Whereas 12.9% neutral. The rest of the respondents 10.8% disagreed and 3.2% strongly disagreed. So, the result shows, there was member's participation can facilitate consumer cooperative activities.

Member participation in all consumer cooperative activities can forward one step ahead those coops. The participation especially in decision making can help those decision makers getting relevant information and better understanding about the issue for giving and helpful decision for those coops in the study area.

For the question asked relating to the availability of basic products, 33.3% of the respondents were strongly agreed and 21.5% of the respondents were agreed, 28% of the respondents were disagreed and 11.8% of the respondents were strongly disagreed and 5.4% were neutral. The result shows that availability of basic products in the shops of consumer coops can facilitate consumer cooperatives in the study area. By most of the responder believed that availing of products in the shops of consumer cooperatives beyond facilitating the operation of consumer

cooperatives it helps those users of the products by saving time and money, reducing unnecessary movements of here and there and making them happy and trusted by those coops.

For question asked if there were timely supply of basic goods and services 32.3 % were responded as disagreed and 11.8% responded as strongly disagreed.21.5 % agreed and 29% strongly agreed. Whereas 5.4% neutral. This result shows that the majority of the respondents were disagreed with timely distribution of basic products to consumer cooperatives cannot facilitate the operation of coops in the study area. It is known that timely distribution of commodities to members or consumers can facilitate the operation of coops. Even if the majority of the respondents (table 4.8) disagreed on this issue, 29% and 21.5% of them strongly agree and agree respectively. This shows that there is a slight difference between those disagreed and agreed. From this we can conclude that timely distribution of basic products cannot facilitate the operation of coops which those disagreed on this issue was not ignored.

Table 4.9 level of satisfaction of members/clients of consumer cooperatives

Level of satisfaction about	percentage				
	Highly satisfied	Satisfied	undecided	unsatisfied	Highly unsatisfied
1.availability of basic products	6.5	28	3.2	52.7	9.7
2.reasonable prices	10.8	49.5	4.3	29	6.5
3.consistency of supply of products	5.4	20.4	10.8	46.2	17.2
4.convenience of consumer cooperative shops	12.9	41.9	7.5	26.9	10.8
5.appropriateness of customer handling	8.6	17.2	15.1	33.3	25.8
6.commitment of leaders	2.2	15.1	21.5	34.4	26.9
7.quality of products	8.6	32.3	9.7	37.6	11.8
8.participation of members	5.4	28	19.4	8.6	38.7
9.government support	12.9	26.9	24.7	29	6.5
10.distribution of products	7.5	25.8	10.8	38.7	17.2

Source; field survey 2019

As indicated on the above table 4.9, 52.7% of the respondents were unsatisfied and 9.7% of them were highly unsatisfied but 28% of the respondents were satisfied and 6.5% of the respondents were highly satisfied where as 3.2 % was undecided. The result indicates that majority of the responders unsatisfied by the availability of products. The clients or users of the

products of consumer cooperatives were not satisfied by the availability of basic products. That is why more than 52% of the responders were disagreed. This dissatisfaction tends the societies around cooperatives to negative perception for cooperatives. So, the concerned bodies can avail as much as possible to fulfill the requirements of the consumers of cooperatives and the members too. About the reasonable price of the products 49.5% were satisfied and 10.8 % were highly satisfied, but 29% were unsatisfied and 6.5 were highly unsatisfied .whereas, 4.3% of the responders were undecided. Therefore, the majority of the responders were satisfied by the price of the products in the study area. Based on fairness of price of commodities in consumer cooperatives majority of the respondents were satisfied based on the above evidence presented in table 4.9.Encouraging this price fairness helps a lot of low income societies surrounding the cooperatives.

Table 4.9 also shows that the consistency of supply of basic products, 46.2% of the respondents was unsatisfied and 17.2% were highly unsatisfied, 20.4% of the respondents were satisfied and 5.4% of the respondents were highly satisfied.10.8% of the respondent undecided. As a result, majority of the respondents were unsatisfied by the consistency of the supply of basic products.Consistency of supply of products was not satisfying the majority of respondents in the study area. There is a gap between the producer and importer of basic commodities that would be distributed to the user of this product. This condition makes the responders to be unsatisfied.

Based on the collected data, convenience of location of consumer cooperative shops, 41.9% of the respondents were satisfied and 12.9% were highly satisfied, 26.9% of them were unsatisfied and 10.8 % of them were highly unsatisfied and 7.5% of them were undecided. The result shows that the majority of the responders were satisfied by the convenience of the location of consumer cooperative shops. Even if the cost of opening new shops can be very high, working critically on site selection to overcome this situation is the duty of stakeholders. Therefore, opening of the shops convenient to the users need a long term decisions and capital commitment. On the other hand, when the retail shops have been once selected, it is difficult to change. So, proper selection of retail shops is mandatory. But the responders of this study were satisfied by the existing shops in the study area.

Consumer cooperatives about appropriateness of customer handling that, 33.3% of the respondents were unsatisfied and 25.8% of them were highly unsatisfied, 17.2% of them were satisfied and 8.6% of them were highly satisfied on the other hand, 15.1% of them were

undecided. Therefore, the result shows that majority of the respondents unsatisfied by the appropriateness of Customer handling and customer services of consumer cooperatives in the study area. Customer handling and customer service is essential for every organization and it is important for these consumer cooperatives too. Of course, this customer handling is associated with the professionalism of the staffs of consumer cooperatives.

According to the evidence that, 34.4% of them were unsatisfied and 26.9 % of them were highly unsatisfied but 15.1% of them were satisfied and 2.2% of them were highly satisfied where as 21.5 % of them were undecided. The result shows that, the majority of the respondents were unsatisfied by the commitment of the leaders in the study area. Commitments of consumer cooperative leaders are crucial in order to achieve the objectives of an organization. So, capacity building of the leaders is required to make them committed to their jobs as the leader of the organization to achieve the goals of the consumer cooperatives.

Relating to the quality of the product available in consumer cooperatives, 37.6% of the respondents were unsatisfied and 11.8% of them were highly unsatisfied but 32.3% of them were satisfied and 8.6 % of them were highly satisfied among those respondents 9.7 % of them were undecided .So the result shows that, the majority of the respondents were unsatisfied by the quality of the products of consumer cooperatives in the study area. The quality of the product that is found in consumer cooperatives were not satisfy the majority of the respondents of this questioner, but the nearest respondents were satisfied by the quality of the product. This shows that the way of understanding about quality of a product have its own impact on satisfaction.

Table 4.9 also shows that 38.7% of them were unsatisfied and 8.6% of them were highly unsatisfied. 28% of the respondents was satisfied and 5.4% of them were highly satisfied. On the other hand 19.4% of the respondents were undecided on this question. The result shows that the majority of the respondents were unsatisfied by the participation of the members in the study area. These finding clearly shows that there was low members participation in decision making activates. Participation in consumer cooperatives in all aspects are very important for this coops, but as it is investigated in this study there is a low member participation were observed.

As indicated in the above table 4.9, the government support in the study area, 29% of the respondents were unsatisfied and 6.5% were highly unsatisfied. 26.9% of the respondents were satisfied and 12.9% of the respondent were highly satisfied. 24.7% of the respondent undecided. As a result, majority of the respondents were unsatisfied by the support of government given for

consumer cooperatives in the study area. To satisfy the society of the responders of this questionnaire and over all the users of these cooperatives the government must work on it.

Based on the research carried out the distribution of basic products, 38.7% of the respondents were unsatisfied and 17.2% were highly unsatisfied. 25.8% of the respondents were satisfied and 7.5% of the respondents were highly satisfied. 10.8% of the respondent undecided. This result shows that, the majority of the respondents were unsatisfied by the distribution of basic products. Consistencies of distribution of basic products were unsatisfied by the majority of respondents of this study. Since customer satisfaction has been considered to be based on the customer's experience on a particular service encounter, (Cronin & Taylor, 1992) it is in line with the fact that service quality is a determinant of customer satisfaction, because service quality comes from outcome of the services from service providers in any organizations.

According to Oliver(1980), in both the service and manufacturing industries, quality improvement is the key factor that affects customer satisfaction and increases purchase intention among consumers. Many companies are focusing on service quality issues in order to drive high level of customer satisfaction (Kumar et.al., 2008). Fen & Lian, (2005:59-60) found that both service quality and customer satisfaction have a positive effect on customer's re-patronage intentions showing that both service quality and customer satisfaction have a crucial role to play in the success and survival of any business in the competitive market.

In general satisfaction of product or service is confirmed by users of this product or service which is the basic consideration of any business or non-business organizations.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter provides conclusions and recommendations based on the result of the study. The chapter concludes the study by presenting possible paths for further future research.

5.1 Summary

Nowadays cooperatives are a backbone for developing the national economy of any country. This study was done focusing on AkakiKaliti sub city to benefit consumer cooperative member and leaders in simplifying their day today operation that associated with cooperatives. And for the government bodies in availing reliable information to revise policies related to consumer cooperatives.

Members, official staffs and clients were the main respondents of this study. Nineteen consumer cooperatives operating in this subcity out of this six consumer cooperatives were selected using stratified sampling method and 100 samples were used since there is homogeneity among cooperatives.

The primary data was collected using structured questions which was prepared in closed-ended and designed in 5 point likert- scale. The collected data was analyzed using descriptive statistical percentage for social science (SPSS) software.

The major findings of this research confirms that effectiveness of consumer cooperatives was constrained by corruption and lack of good governance, lack of members sense of ownership, lack of transparency and accountability of members, lack of capacity of the leaders, insufficient financial resources, lack of institutional autonomy and lack of professionalism (skilled manpower)

The stakeholders (members, leaders and government) play their own part to overcome the constraints identified in this study in the way that members participate in each activity of cooperatives and decision making process, leaders arranging different training programs collaborating with similar service rendering cooperatives and the government restructures the existing structure of cooperatives with automating their system to control and support whenever necessary.

5.2 Conclusion

Consumer cooperatives have a great contribution to the economy and social development in both developing and developed countries. In developing countries like Ethiopia this consumer based cooperatives play a crucial role to the low income citizens. But there is a difficulty for the effectiveness of these consumer cooperatives as it is identified in the study.

The major hurdles emanate from the patrons around those coops which is the cause for poor performance and low effectiveness for consumer cooperatives operating around the study area. As it is identified by the research, corruption and lack of good governance, lack of member's sense of ownership, lack of transparency and accountability of members, Lack of Capacity of the leaders, Insufficient financial resources, lack of institutional autonomy and Lack of professionalisms were the major hurdles that keep consumer cooperatives from expansion and diversification of their services and thinking the leaders as consumer cooperatives are one of the business entity that make profit for their members, even if the main purpose of this coops was not making a huge profit.

On the other hand when it is seen the provision of services from consumer cooperative perspective even though, creation of job opportunity is one advantage, it is not as much as expected from this coops. Besides it is the Source of income for their members and alleviates the national economy as it is studied. These consumer cooperatives provide for their members and for the society at nearby basic commodities with fair price at a low profit margin that could be shared at the end of a physical period. Actually on sharing of dividends there is a gap, it is not bounded with time frame means it is not clearly stated the time when the sharing of dividends carried out rather it is expected to be audited by concerned bodies that may take a long period of time. This makes consumer cooperative members discouraged from participating in all aspects that may help this coops and erode trust among members. One of the main objective of consumer cooperatives are availing basic commodities near to the low income society, on this regard, consumer cooperative leaders in the study area did a lot, but there is still a constraint in the variety of products available in different shops of consumer cooperatives and not change the livelihood of members.

Based on the things that facilitating consumer cooperatives activities /operations, the result revealed that there is a high gap on quality of the product, neutrality of local administration,

infrastructure, reasonable price of the product, government support, participation of the members, availability of the products in shops and timely distribution of basic commodities.

Concerning the main objectives of consumer cooperatives as it is studied, Consumer's cooperative are not effective in achieving their objectives; the reason for ineffectiveness is sufficient promotion work has not done to make known to the consumer/the public at large;adequate work has not done to increase the number of members;sufficient work has not done to generate additional income;continuous support has not got from the government and timely distribution of basic products has not carried out.

Measuring the level of satisfaction of the people lived around the study area is necessary. So according to this study concerning the availability of basic products, consistency of supply of basic products, appropriateness of customer handling and customer service, commitment of leaders, quality of products ,participation of members ,government support and distribution of products, they are unsatisfied. On the other hand about reasonable price of products and convenience of consumer cooperative shops they are satisfied.

In general the main establishment objectives of consumer cooperatives are to contribute the economic and social development of citizens, especially for improving the life of low income society.

5.3 Recommendations

The effectiveness or performance of any organization can be measured by the achievement of outcomes of an organization rather than their objectives. As a recommendation for the study carried out, it is better to give recommendations by classifying into three distinctive bodies.

For the government

The government of Ethiopia established consumer cooperatives focusing on different low income societies to improve their livelihood; even if they did not meet its objectives on this regard. The government on his part can play a concrete role to develop those cooperatives by availing sufficient finance like arranging credit facilities, bank loans(without collateral),give training for consumer cooperative staffs.

As it is understood from this study, the existing structures of consumer cooperative were exposed to illegal malpractice like corruption. There is no clear and transparent way of controlling mechanism but, it is a random auditing which in not believed by their members they think as a correct way of controlling mechanism. So, the government is better to restructure cooperatives

and put a clear and transparent means of monitoring their activities. For this purpose technology based data accumulation system may be installed to have full information about consumer cooperatives to take remedial action. And these controlling and monitoring mechanisms must be supported by polices, open and accessible for any individuals of cooperative members to easily understand and governed by that policy.

On the other hand, consumer cooperatives are free from the direct intervention of local administration to operate freely as one business entity. Unless otherwise, it is politicized and cons equates failure of the value and principles of consumer cooperatives.

For the leaders

Leaders in any business or non-business organization play critical role in pulling up or falling down of that organization. As it is known, cooperatives are an association of peoples having a common interest. So, these associations of peoples are managed by voluntary committee which is directly elected from members of consumer cooperative and the election is not based on the skill rather than on its commitment for helping cooperatives but through times this commitment is eroded and the consumer cooperative is on alarm to fail. Management skill is necessary for leading consumer cooperative members and the workers too. As investigated in the study, problems associated with achieving their objectives, promotion work to be done known to the public, adequacy work to be done to increase the number of members, sufficiency of work to be done to increase the income of members, work to be done to get continues support from the government, timely distribution of consumer products is the result of a lack of capacity of leaders. Therefore, continues and scheduled training must be arranged with other the same service rendering cooperatives to share their experience and overcome this problems. Especially to those front line workers that have direct communication with consumers.

For the members

The members of consumer cooperatives must have sense of ownership beyond everything to support their coops in all aspects and follow up whether the cooperatives are on the correct truck or not. The member's participation in decision making process protects the leaders from illegal decision that may harm consumer cooperatives. So, participating actively in consumer cooperative help not only cooperatives but also strengthen the social relationship of a society around there. And as it is seen from the study the youth participation is still yet. Therefore, working on increasing the number of youth in consumer cooperatives is helpful, since youth are

energetic and ready for change. The clients of consumer cooperative have a positive attitude for consumer cooperatives, this is the opportunity for the members of this coops to maximize their sales and dividends at the end.

Recommendation for further research

Research into effectiveness of consumer cooperatives is still in its initial stage since consumer cooperative was started in few years ago. Especially in Ethiopia, This study contributes to the overall body of knowledge related to effectiveness of consumer cooperatives. But further research would be conducted deeply to investigate how effective is consumer cooperatives.

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	members					
1.5	Lack of Capacity of the leaders					
1.6	Insufficient financial resources					
1.7	lack of institutional autonomy					
2	What benefit do you get from consumer cooperatives	strongly agree	Agree	Neutral	Disagree	Strongly Disagree
2.1	job opportunity					
2.2	Source of income					
2.3	Stability of the economy					
2.4	Basic commodities with fair price					
2.5	Quality products					
2.6	Availability of the product at nearby					
2.7	Presence of the products whenever needed					
2.8	Improved livelihood					
3	What facilitate the operation of consumer cooperatives	strongly agree	Agree	Neutral	Disagree	Strongly Disagree
3.1	Product/service quality					
3.2	Neutrality of local administration					
3.3	Infrastructure					

3.4	Reasonable price					
3.5	Government support to expand their service					
3.6	Member participation					
3.7	Availability of basic products					
3.8	Timely distribution of commodities to members/consumers					
4	What is your attitude towards the consumer cooperatives in Achieving their objectives	strongly agree	Agree	Neutral	Disagree	Strongly Disagree
4.1	Consumer's cooperative are effective in achieving their objectives					
4.2	sufficient promotion work has done to make known to the consumer/the public at large					
4.3	Adequate work has done to increase the number of members					
4.4	Sufficient work has done to generate additional income					
4.5	Continuous support has got from the government					

4.6	Timely distribution of basic products has carried out					
5	What is the level of your satisfaction about	Highly unsatisfied 1	Unsatisfied 2	Undecided 3	Satisfied 4	Highly satisfied 5
5.1	Availability of basic products					
5.2	Reasonable price of the products					
5.3	Consistency of supply of basic commodities					
5.4	Convenience of location of consumer cooperative shops					
5.5	Appropriateness of Customer handling and customer services					
5.6	The commitment of the leaders					
5.7	The quality of products					
5.8	The participation of members					
5.9	The government support					
5.10	Distribution of basic products					

6. What major problems are faced by your consumer cooperatives?

7. What remedial actions are taken to overcome this problem answered in question number 5?

8. What are your recommendations for the effectiveness of Consumer's Cooperatives in future?

9. What measures should be taken to improve the Consumer's Cooperatives in order to give better services to the community in the future ?-----

10. What do you say all about your consumer cooperative?

1	ለሽሚት-ብረት-ሰራጭ-በረት-ው- ጠቃሚ-ለ-መንግሥት	በጠቃሚ-ሰማሊሁ 5	እስማሊሁ 4	አስተያየት ለኛም 3	አልሰማም 2	በጠቃሚ-ሰማሊ ም 1
1.1	ግልፅ የሆነ ራዕይና ግብአለመኖር					
1.2	መከናወኖ መልካም አስተዳደር ግር					
1.3	የአባላት የባለቤትነት ጥቅም አለመኖር					
1.4	የአባላት የግልጽነትና የተጠቃሚነት ጥቅም አለመኖር					
1.5	የአሰራር የአቅም ጥገና					
1.6	የፋይናንስ በብቁነት ጥቅም አለመኖር					
1.7	የደርጅት ደንብ ጥቅም (የመንግሥት ጥገና ጥገና)					
1.8	የሰራተኞች የክህሎት ክፍተት					
2	የሽሚት-ብረት-ሰራጭ-በረት-ው- አባላት የሚጠቅሙት	በጠቃሚ-ሰማሊሁ 5	እስማሊሁ 4	አስተያየት ለኛም 3	አልሰማም 2	በጠቃሚ-ሰማሊ ም 1
2.1	የሰራተኛዎች					
2.2	የገቢ ጥገና					
2.3	የአካላዊ ጥገና ጥገና					
2.4	መረጃ ጥገና ጥገና ጥገና ጥገና					
2.5	በዓመቱ መጨረሻ የትርፍ ክፍያ					
2.6	ጥራት ጥገና ጥገና ጥገና					
2.7	መረጃ ጥገና ጥገና ጥገና ጥገና					
2.8	የሚሉ ለገ ጥገና ጥገና ጥገና ጥገና					

	ኝቷል					
4.6	ወቅቱን የጠበቀ መሰረታዊ ምርቶች ስር ጭተደርጋል					
5	ከሽሚቅታ ብረት ስራ ማህበር የሚያገኙትን እርካታ እንደታደሉት ታል	በጭረት ስር	እርካታ	አስተያየት የለኝም	አላረካኝም	በጭረት ስር
		5	4	3	2	1
5.1	ለተጠቃሚው መሰረታዊ ሽብርብ ምርቶች አቅርቦት					
5.2	የሽብርብ ምርቶች ጋራ መጠየቅ					
5.3	ወጥነት ያለው ሽብርብ ምርቶች አቅርቦት					
5.4	የሽሚቅታ ብረት ስራ ማህበር ሰራተኛዎችን ለመቆየት ስራ					
5.5	የደንበኞችን አቅጣጫ ለማሟላት					
5.6	የአሰራር ስራ					
5.7	የምርቶች ጥራት					
5.8	የአባላት ተሳትፎ					
5.9	የመንግስት ድጋፍ					
5.10	መሰረታዊ ሆኑ የሽብርብ ምርቶች ስር ጭት					

6. በሽሚቅታ ብረት ስራ ማህበር ሰራተኛዎች ምን ድንጋጌዎች ናቸው?

7. ለጋራ ሰራተኛዎች የተወሰዱ ማንኛውንም ስራ ስራዎች ካለባቸው ስራዎች?

8. ለወደፊት አነኛ ነፃነት ለሽሚት ህብረት ስራ ማህበራት ወጣታችንን ዲሞክራሲያዊ ማህበራት ለማድረግ አስቸኳይ ነው?

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9.

የሽሚት ህብረት ስራ ማህበራት ለሕብረተሰብ የሚሰጡትን አገልግሎት ለማሻሻል ለምን የሚጠቀሙት ስራ ማህበራት ለማድረግ አስቸኳይ ነው?

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10. ስለሽሚት ህብረት ስራ ማህበራት ጠቃሚ የሆኑትን ገርካለ?
