

Assessment of Factors Enhancing Success of Primary Consumer Cooperatives: The Case of Burayu Town, Oromia Regional State, Ethiopia

Fituma Tolera Debisa

PhD Candidate

Ambo University: College of Business and Economics, Department of Cooperative studies

Abstract: This study was focused on an assessment of factors enhancing the success of primary consumer cooperatives in Burayu town, Oromia regional state, Ethiopia. To answer research questions, descriptive and explanatory method of research design, as well as mixed method research approach, is employed. The researcher was used both the primary and the secondary data sources. Questionnaires were distributed for members of the primary consumer cooperatives in the study area. In addition to this, the interview was used to strengthen the information that has been collected through questionnaires. The data has been analyzed through, descriptive statistics such as frequency distributions table, percentage, mean and standard deviation. The data entry and analysis have been performed by using Statistical Package for Social Science (SPSS) version 25.0. The level of success of primary consumer cooperatives is moderate in providing price of goods and services, satisfaction with the cooperative management accomplishment of their duties, treatment of customers or service users, consistency of supply of essential goods, adequate work to increase the number of members and quality of goods and Services provided by consumer cooperatives. This study has identified various factors for the success of consumer cooperatives. Member's participation factors, members' awareness factors and managerial factors are perceived as the top three most significant factors that enhance the success of consumer cooperatives as compared to other factors in the selected area. The views and opinions of cooperators helped to develop useful prescriptions. The issues identified may be relevant to those starting or managing cooperatives in in Burayu Town.

Keywords: Consumer cooperative, Success factors, Members

1.0 Introduction

In international level, many countries now acknowledge that co-operative enterprise is a very useful and beneficial business concept in a country's economic and social development. This has been proven by particular studies and research on cooperative enterprise throughout the world, considering the beneficial value of co-operatives (Atanaw & Gebeyehu, 2019). Co-operatives are organizations that are governed and controlled by members. Historically co-operatives have always brought people together to solve economic and social problems and provide jobs for millions of people worldwide hence becoming an important source of employment, generating income to members and playing a greater role in poverty alleviation. Although, the principles are the same yet special attention is needed depending on the nature of the cooperative (Shirima, 2022).

The thought of human cooperation is not new; it existed even before the formation of contemporary cooperation in Ethiopia (Etefa, 2019). The people of Ethiopia have gotten a long social history of working together to satisfy their socio-economic needs. The Federal Government of Ethiopia has identified the Cooperative form of business organization as an instrument of socio-economic change particularly to achieve food security which leads to sustainable development (ATA, 2012). The first consumer cooperative societies were established in 1950's in Ethiopia (Kodama, 2007). Consumer cooperative is an association of person organized by the voluntary basis of an individual who compile their money, knowledge and effort for decreasing their consumption cost by providing needed commodity services within reasonable price for the members and to build their economic capacity, and controlled by active participation of all members and its goal is satisfy the members needs(Asrat, 2017; Deresa, 2017). Hill (2000) sates, cooperatives as economic enterprises and as self-help organizations, play a meaningful role in uplifting the socio-economic conditions of their members and their local communities, says, the consumer cooperatives firms are socially oriented enterprises in contemporary market economies. There are many success factors which positively affect success of consumer cooperatives.

The concept success does not have single definition and a mixture of definitions has been used, in order to determine the success of cooperatives enterprise. For instance, Bruynis, Goldsmith, Hahn and Taylor (2000) define success in terms of longevity, business growth, profitability, and members' satisfaction. The factors of

success exist in different cooperatives and what matters is how co-operatives recognize this on an ongoing basis. A number of studies have examined various key issues contributing to success of consumer cooperatives. For instance, Hakelius (2009) notes that fundamental factors for any cooperative society include its members and active member's participation and commitment to the cooperative are integral for its success. The attitude people hold towards their cooperatives is posited to affect their patronization behavior, which is vital for the success of cooperatives. In order that cooperatives play their role, government's aid is highly required. Government supports enhance cooperative success when it respects cooperative principles and values (Arifin, 2019; Cox & Le, 2014; Yehdego, 2020). These include putting in place sound economic policy, technical, legal and administrative support to sector development, providing regulatory frameworks and transparent system; all of which together will create an environment conducive to sector development.

Although a number of studies have examined various key issues contributing to success of consumer cooperatives, recent studies has pointed out that there is heterogeneity in the literature with regard to cooperative success factors (Amini & Ramezani, 2006; Balo, 2021; Bruynis et al, 2000; Dejene & Getachew, 2015; Derese, 2014; Garneska et al, 2022; Hailu, 2012; Kramper, 2012; Meniga, 2015; Mohammed, 2019; Pham, 2022; ; Pathak & Kumar, 2005; Rajaratnm et al, 2010; Shirima, 2022). Furthermore with variety in method as well as subject matter, understandably from country to country a growing body of literature seeks further studies on cooperatives enhancing success factors.

1.1 Problem of the Statement

Cooperatives play a crucial role in various socioeconomic development areas if they operate by the universally accepted cooperative organizing principles and core values. Starting and operating consumer cooperatives includes a possibility of success as well as failure.

Throughout their history, cooperatives in the country were facing many problems. During the imperial regime of Haileslasie, they were given less attention and were in their infancy stage. After the down fall of the emperial rule, the new military government came out with new directives and policies for socializing agricultural development and cooperative societies with Marxist ideology (Rao and Eshetu, 2014). Moreover, Deresa (2017) mentions that a number of the challenge they face were competition from private sectors and shortage of the commodity on the supplier side. The Ethiopian government has a target for cooperative to increase economic development for members as well as for the country. The primary goal of cooperative is to meet members "need" in an economical efficient manner. The average contribution of cooperative to the Ethiopian GDP is less (Atanaw & Gebeyehu, 2019). The Oromia Regional Government has a plan (2020 to 2030) has a plan to increase satisfaction of members cooperatives from 25 % (2020) to 75% unto 2030 (EBWHGO, 2012.E.C). The government believes cooperatives as important vehicles for the implementation of different development programs. To ensure these targets are achieved, it is important that the cooperative movement in Ethiopia is successful. Since successful cooperatives are bound to be influenced by certain pertinent factors, therefore it is of utmost importance to identify these factors in the context of cooperatives in Oromia Regional Government.

Members of consumer cooperatives are expected to provide them with a wide range of goods and services to be used in everyday living. Members hope to benefit from consumer cooperatives in respect of fair prices, high quality products and reliable services (Knagaraj, 2012). In Ethiopia, there is high population growth from time to time, which alternately results in rapid increase of the demand of goods and services. In addition to this, there is high middlemen exploitation and blood seeking of consumers by producers and few merchants. Inflation and price fluctuation has increased from time to time (Knagaraj, 2012). In recent periods, the government took various initiatives in order to establish consumer cooperatives with an aim of regulating price fluctuation in the market, creating marketing linkage, protecting consumers from the evil of monopoly, and distribution of goods and services at fair price with consumer satisfaction. However, many consumers cooperative are not successful as government and members expect. There is limited knowledge of the people towards the aim of establishing consumer cooperative. Those established consumer cooperatives couldn't perform as expected due to many challenges and obstacles (Balo, 2021; Knagaraj, 2012). Consumer cooperatives are falling behind in terms of overall performances, the sufficiency of consumer goods they provide to the community, timely supply of basic goods and services, consistency of supply of essential goods/commodities, generate incomes to members, and lack of promotion (Balo, 2021; Knagaraj, 2012). To address above problems, this study therefore aims to provide a holistic view of various factors to enhance the success of consumer cooperatives through a comprehensive review of literature and empirical study available on the area. It is vital to develop the structure, systems, and correct method which can permit cooperatives to make their strength and convey lasting advantages to their members.

2.0 Objective of the Study

The general objective of this study is to identify factors enhancing the success of consumer cooperatives in Burayu Town.

3.0 Significance of the Study

The study was focused on the factors enhancing the success of primary consumer cooperatives first, it helps the cooperatives societies to identify the major factors that may contribute the success of consumer cooperatives. Second, it give valuable information to policy makers, development agents, researchers, Promotion office and other stakeholders about the current condition, cooperative success and factors enabling cooperative success in study area. Third, Cooperative promotion office may use the findings of this study for policy formulations and develop strategies to realize the various reforms regarding consumer cooperative societies to encourages the factors enabling the success of consumer cooperatives. Finally, the study provide empirical findings on factors that positively affecting consumer cooperatives and fill prevailing gap in the literature for further research by other scholars in this title.

4.0 Literature Review

International Cooperatives Alliance (1995) defines a cooperative as “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”. Cooperatives in general have their own guiding principles and value concepts, such as self help, self responsibility, democracy, equality, equity, solidarity, honesty, openness, social responsibility, and caring for others. The guiding principles of cooperatives have been developed since 1937, i.e., the first Rockdale cooperative principles. Almost all cooperatives around the world are guided by the same seven principles: - voluntary and open membership; democratic member control; member economic participation; autonomy and independence; education, training, and information; cooperation among cooperatives; and concern for community (Henry, 2005).

Cooperatives could play a crucial role in various socioeconomic development areas if they operate by the universally accepted cooperative organizing principles and core values. The reason for the success and failures of cooperatives corresponds to an exceeding build-up and breaking down of cooperative identities through the method by those members and staff grows to carry the identity as their vision (Hailu, 2007; Kramper, 2012). Members of consumer cooperatives are expected to provide them with a wide range of goods and services to be used in everyday living. Members hope to benefit from consumer cooperatives in respect of fair prices, high quality products and reliable services (Deresa, 2017; Knagaraj, 2012). However, consumer cooperatives in Ethiopia are not success as government and member’s prospect.

There is no universally accepted definition of success, and business success has been interpreted in many ways. There have been a lot of efforts to provide concise and understandable definitions to success in cooperatives, but not one was capable to come with a definition that can address all the factors which are considered as the basics for the success of cooperatives. However, various mixtures of definitions have been used, in order to determine and measure the success of cooperatives enterprise. For instance, Bruynis et al. (2007) define success in terms of longevity, business growth, profitability, and members’ satisfaction. Rankin and Russell (2005) also defined a cooperative success as one which is “economically successful and hence able to compute with other cooperatives and private sector. Bureess and Cook (2009) indicate the measurement of cooperatives success as net margin, member commodity price, return on equity and sales growth.

There are different factors which pertinent to success of consumer cooperatives. In fact, there is no organized framework to comprehensively assess factors influencing the success of cooperatives. Here, the study reviewed the literature aiming at developing a conceptual framework. Rajaratnam, et al (2010) identified four key factors that contribute to cooperative success, such as visionary leadership, managerial competency, functional characteristics and stability. Dejene and Getachew (2015) found that the success of agricultural marketing cooperatives depends on membership commitment factors, membership participation factors, structural factors, communication factors, managerial and external factors. Balo (2021) found that politics, technology and managerial skills have a positive and significant relationship with the success of consumer cooperative. Study by (Garnevska, Liu, & Shadbolt, 2011) found that a stable legal environment; a dedicated initiator and leader; government financial and technical support; understanding and participation of cooperative activities and appropriate external support from professional NGOs were the key factors for the successful development of cooperatives. Because of many deferent factors which enhance the success of cooperative organization based on the types of cooperatives, this study focused on managerial factors, awareness factors, participation factors, commitment factors, communication factors, government factors,

strategy, leadership factors and economic factors as factors which enhances success of consumer cooperatives.

Managerial factors are the most important success factors of consumer cooperatives (Fulton & Giannakas, 2001; Veerakumaran, 2007). The success of consumer cooperative business lies in their democratic system of management. Consumer cooperatives want skillful managers. To manage and administer cooperatives effectively, there's a dire requirement of qualified, trained, and competent people (Rajaratnam et al, 2010; Veerakumaran, 2007). In cooperative activities, the manager always plays an important role, influencing the orientation of the cooperative, from initiating, promoting, and protecting policies (Fulton & Giannakas, 2001). Competent managers will encourage members to make decisions based on the values of cooperative, which can control internal and external conflicts for sustainable operation. Sense of ownership is the basis of cooperatives and an essential element for self-help and self-reliance (Rajaratnam et al, 2010). It is implemented in the form of cooperation and voluntary participation and can be strengthened by understanding the basic values, principles, and bylaws of cooperatives through education and training. On the other hand, passive and inconsistent participation of members had a negative impact for the sustainability of cooperative (Beyene & Abebe, 2013). For this study management competency such as ability to manage based on cooperative law and by-law, internal skill, interest to work in cooperative, educational level, experiences, transparency, Conflict solving ability and others assumed as pertinent variables for this study.

Cooperative knowledge is also the other factors which enhance the success of consumer cooperatives (kanagaraj & Mosisa, 2015). Cooperatives principles are guidelines for cooperative and cooperators as how to conduct and operate cooperative business and management and other affairs of the cooperatives. This principles helps to strength the cooperative values. As study by kanagaraj & Mosisa (2015) indicates that 72.8% of the cooperatives have no knowledge of cooperative values, principles and by-laws of cooperatives which affects the success of cooperatives. The study by Dorgi (2017) revealed that members' lack of awareness about cooperative's concept, principles, values, rights and duties as members and the uniqueness of cooperatives with other forms of businesses were found to be the main reasons for the failure of agricultural cooperatives. The study by Pathak and kumar (2005) also found that the main reasons for unfavorable outcomes in Fiji were inadequate planning, lack of training in financial management and lack of understanding of cooperative concepts. This idea also supported by (Beyene, & Abebe, 2013; Yehdego, 2020) that cooperative knowledge is very important for the success of cooperatives. This study assumes that the members knowledge of cooperative concept, principles and values, awareness on members right and duties, awareness on the benefit of active participation enhance the success of consumer cooperatives.

Successes of cooperatives are also enhanced by the **participation of members and their commitments** (Amini & Ramezani, 2006; Bhuyan, 2007; Pham, 2022; Rajartnma et al, 2010). The participation of members can include their participation in meetings, support to the Board of Directors, participation in recruitment, and sponsoring activities As member based organizations; member's involvement in their cooperatives is of paramount importance to the survival and success of cooperatives. In fact the existing literature (Amini & Ramezani, 2008; Beyene, & Abebe, 2013) has identified active member participation and sense of ownership in the administration of cooperatives as a key factor contributing the success of cooperatives. Generally, active member participation in the administration of cooperatives is manifested in the form of attendance at the annual general meetings and supporting the products or services of their cooperatives (Rajaratnma, et al, 2010). Active participation in cooperative context means that members are involved in the all the function of the cooperatives including planning, decision making, implementation and financial administration control (ICA, 2001). To reflect member participation in consumer cooperatives in Burayu Town, the pertinent variables that were included in the present study were, sense of ownership by members, active participation in general assembly, in decision making, in training, in governance, in election, in approving and amending by law, in approving the annual work plan, and decision on the audit and work plan of the cooperative societies.

Commitment is other factors which positively affect the success of consumer cooperatives (Fulton, 1999; Fulton & Giannakas, 2007). According to Fulton (1999), with respect to co-operatives, commitment can be defined as the preference of cooperative members to patronize a co-operative even when the co-operatives price or service is not as good as that provided by an Investor Owned Firm (IOF). It is conducting transactions with the cooperative and continuing being a member even if there are better alternatives to their products. Members participate in /engage with their cooperatives in a number of ways, ranging from, economic patronage to attending meetings, serving on committees, and serving as elected officers, and/or in the recruitment of other members. According to Fulton and Giannakas (2007), member commitment is "of vital importance to the organization and to the well being of the members. Dejene and Getachew (2015) also found that, mutual trust among cooperative members, willingness of member to provide equity capital has great influence in success of agricultural cooperatives. Therefore, commitment such as loyalty, trust, motivation, willingness to provide service in cooperative and commitment to shared goals were considered under this study.

Communication is the other factors which positively influence the success of consumer cooperatives. Suarta, Suparta, Bidura and Putri (2020) define that communication is a social interaction or more, wherein that interaction an exchange of information, knowledge, news, or thoughts occurs between the communicator and the communicant. In a cooperative environment, here are various ways of communication that administrators can use to communicate between administrators and members. The intensity of communication between management and members is also very important for the success of cooperative.

They found that Communication and communication intensity have a positive and significant effect to enhance success of cooperatives. Excellent communication between members and management were important factors for the success and development of cooperatives (Arinaitwe & Ntirandekura, 2022). Peng, Hendrikse & Deng (2018) also found that horizontal and vertical communication in cooperative organization can contribute the innovation success of cooperatives. It is essential to keep the cooperative working in the members' interests. Members who lack understanding of its practices are likely to have a negative attitude towards their cooperative, and also it is identified that communication between the members and the cooperative management is important. Dejene and Getachew (2015) also found that members good communication, access to timely and worthwhile information, accuracy of messages, industry news and market trends as highly important for the success of agricultural marketing cooperatives.

Government support also influences the success of cooperatives (Arifin, 2019; Cox & Le, 2014; Yehdego, 2020). In Ethiopia, cooperative sector has been obtaining different support from the government such as getting financial assistance, imparting training and education, establishment of legal framework; provision of capacity building activities; institutional support at different administrative levels offering audit, inspection, organization and promotion activities; exemption from income tax; entitlement to obtain land for their operation (Yehdego, 2020; ATA, 2012). Study by (Garnevska, Liu, & Shadbolt, 2011) found that a stable legal environment; a dedicated initiator and leader; government financial and technical support; understanding and participation of cooperative activities and appropriate external support from professional NGOs were the key factors for the successful development of cooperatives.

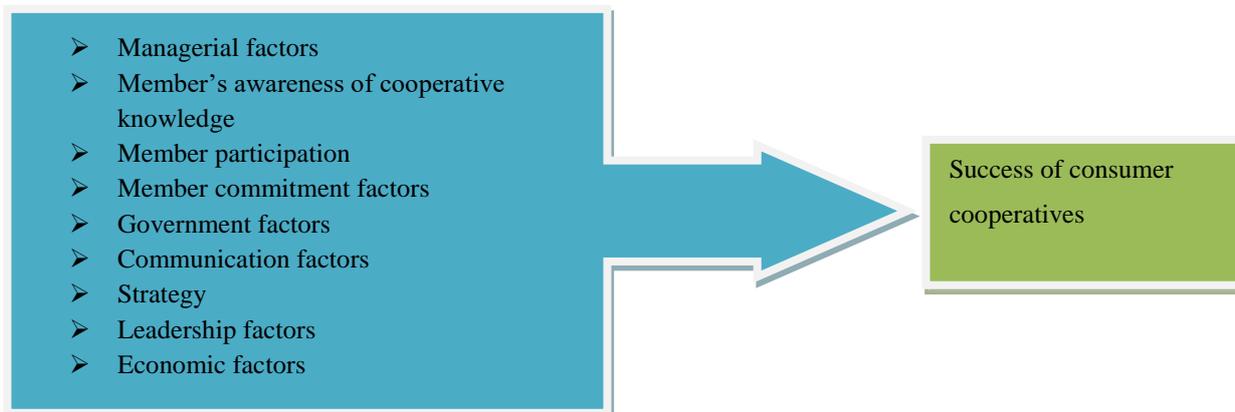
Moreover, **having cooperative strategy** is identified as success factors of cooperatives (Shirima, 2022; Tuan, 2018; Henry, 2008; Bruynis et al 2000). Henry (2008) describes that the purpose of a strategy is to enable an organization to achieve a sustainable competitive advantage. This is an indication that the source of the organization's resources and its managerial capacities are crucial. It is in this respect that a strategy can be seen as vital in the achievement of an organization's goals based on the best managerial practices. A strategy should be made in such a way that allows an organization to efficiently match its resources and capabilities to the needs of the external environment to achieve a competitive advantage. Shirima (2022) found that ability to focus on the strategy will contribute for success of cooperatives. He added that, the ability of the co-operative and its members to live the vision of their institution has perceived to be the major factor and the vision of the cooperative should be understood to every member so as everyone live the vision.

Developing organizational objectives which are achievable, lead to the improvement in the co-operative success. Pathak and Kumar (2008) found that having strategic or long term plans was positively associated with successful cooperatives.

Leadership factors are other factors that positively affect success of consumer cooperatives. The Visionary leadership factor was perceived to reflect cooperative leaders who are able to communicate effectively, have vision and strategic plan, deal effectively with problems and challenges, and focus on continuous education and training as well as on having proper accounting records for their cooperative. With visionary leadership, the cooperative is able to sustain member support for its products or services (Ali, 2012; Dayanandan & Huka, 2019; Rajaratnam, et al, 2010). For cooperatives to succeed, it is imperative that they are managed effectively by visionary and competent leaders. In the context of cooperatives, leaders refer to the board members as well as managerial personnel who are employed by cooperatives and management committee of the cooperatives. An important criterion of visionary leadership is the need to plan strategically for the continued survival of the cooperative. It makes sense to infer that cooperatives with visionary leaders would be more likely to have strategic plans, hence visionary leaders was regarded as a pertinent variable and included in the present study.

Economic factors are other factors which contribute to success of cooperatives. Good market access have identified as considerably contributing to the success of cooperatives (Dejene & Getachew, 2015). The strength of a cooperative depends, in part, upon its ability to mobilize its resources (Arifin, et al 2019). Hence economic factors such as access of land, existence of resources, market access, and access of credit and availability of finance to operation was regarded as important variable and included in the present study.

Figure 1: Conceptual frame work of the study



The study emphasis important pillars of success factors of consumer cooperatives such as managerial factors, government factors, participation factors, awareness factors, commitment factors, economic factors, communication factors, strategic factors and leadership factors as factors positively affecting cooperatives success. The conceptual framework was developed based on literature review to emphasize mainly on the relationship of the explanatory variables with the dependent variable (Figure 1).

5.0 Methodology

This study was to develop an in-depth understanding of the success factors positively affecting the success of consumer cooperative in Burayu town. The research design is the conceptual structure within which research is conducted. The descriptive research design method has been used to describe, record, analyze, and interprets the nature of the problem under study in its current status. Therefore, this study intends to assess and describe the existing factor that enhances the success of consumer cooperative in Burayu Town.

This study was also focused on a mixed approach of using both quantitative and qualitative research for a better understanding of the contextual variables and their effects on the success of consumer cooperative within the Burayu Town. The qualitative analysis aims to collect an in-depth understanding of human behavior and so reasons that govern such behavior. The researcher also uses this approach to fill the gap that has not been covered by the quantitative approach by highly focused on quantitative data.

This study employed the blend of both descriptive and explanatory research in a cross sectional design. For the purpose of investigating the member’s attitudes towards cooperatives and its relation with success, this study draws on empirical evidence from the 2022 survey covering 225 respondents of seven primary consumer cooperatives in Burayu town taken proportionally.

This study would be conduct at Oromia National regional state, factors enhancing the Success of consumer Cooperatives in Burayu town. Administratively the town is divided into seven kebeles.

The town has a total population of 85,170 and out of which about one-fifth are in age group 15 to 24 years (CSA, 2008). But recently, the number of population time to time increments because of high level flow of population into the town particularly young population boys and girls. According to the municipal estimation the current numbers of population rapidly growing and aggravated the socioeconomic of the town.

Multistage sampling procedure was followed to select the primary cooperatives and sample members. In the first stage, the major unit of the sample is legally registered members of consumer cooperatives within the Burayu town that are engaged in more activities in the consumer cooperative are considered as the first unit of the sample. From a total of twenty seven (27) consumers primary cooperatives societies all are taken as sample frame. Second stage, from which due to resource time scattered seven (7), those cooperatives which were established, at least, three years ago were selected purposively based on seniority of establishment, less number of members they have, representativeness and accessibility of data. In the third stage, on the basis of statistical random sampling technique of probability proportional to size (PPS) a total 225 of sample respondents from each primary consumer cooperative societies was determined based on simplified formula proposed by Yamane (1967).

Table 1: Name of selected primary consumer Cooperatives in Burayu Town

No.	Name of Cooperative	Kebele	Year of Establishment	Number of Members			Capital (in Birr)
				Male	Female	Total	
1	Malkaa Garbaa	G/Buraayyu u	2000	96	34	130	348,871
2	Hiidaasee	G/Noonnoo	2006	43	31	74	116,758
3	Abdii Jiireenya	B /Kattaa	2007	23	12	35	88,424
4	Seenaa diree sololi'yaa	G/buraayyuu	2008	44	6	50	209,800
5	Cafee Burayyuu	M/Gafarsaa	2009	52	30	82	175,579
6	Burqaa Annee Diimaa	G/buraayyuu	2010	47	24	71	158,748
7	Qannnan Bultoota Noonnoo	G/Noonnoo	2011	60	11	71	1,420,000
	Total			365	148	513	2,518,180

Source: Burayu Cooperative promotion office (BCPO) (2022).

Although there are no general rules, the sample size usually depends on the population to be sampled. The researchers accept a maximum sampling error of 5% with a 95% level of confidence. To determine the sample size of the consumer cooperative members were randomly selected the total numbers of the members of the consumer cooperative within the woreda.

The target population of the study consists of members of consumer cooperatives of Burayu Town. In this study to select sample size, a list of the population formally registered cooperatives by the Burayu Cooperative Promotion and Registration Office were obtained.

Accordingly, for data collection through questionnaire, the total population for this study is 513. The sample size is determined based on the following simplified formula proposed by Yamane (1967). Where, n is sample size, N is the population size and e is the level of precision. A 95% confidence level and e = 0.05, are assumed for the purpose of determining sample size for this study. Accordingly, the sample size for the study is calculated as follows:

$$n = \frac{N}{1 + Ne^2}$$

$$n = \frac{513}{1 + 513(0.05)^2}$$

$$n = 225$$

Where n=sample size (number of the respondents)

N=Total population size (513)

e= acceptable error term (0.05)

According to the formula above, the number of respondents was 225.

In addition, a group of 7 interviewee from cooperative leaders and 2 officers of woreda cooperative promotion and registration office were selected for conducting semi-structured interview. This is in order to collect the opinion of officials regarding the success factors related to consumer cooperatives and ascertain their suggestions.

Table 2: Sample and Sample size of selected consumer Cooperatives

No	Name of sample societies	Total population	Sample taken
1	Malkaa Garbaa	130	57
2	Hiidaasee	74	33
3	Abdii Jiireenya	35	15
4	Seenaa diree sololi'yaa	50	22
5	Cafee Burayyuu	82	36
6	Burqaa Annee Diimaa	71	31
7	Qannnan Bultoota Noonnoo	71	31
	2 key informants interview with district promotion office		

	7 interviewee from sample cooperative leaders		
Total		513	225

Source: BCPO (2022).

Both qualitative and quantitative types data were used in the study. The data was collected from both primary and secondary sources data. The primary data was collected through open-ended and close-ended questionnaires and Semi-structured interview methods. The researcher have been used by designing an open and close-ended questionnaire and distribute to the respondents and receive on paper. A semi-structured interview guide was used to allow more examining and taking an intensive discussion around the subject at hand. Face to face interview with 7 members of cooperatives management committee's and 2 key informants' interview with district promotion office was determined.

The secondary data was obtained from sources that include different kinds of literature that are published articles and journals, books, different websites, the internet, the Burayu town consumer cooperative office annual report and organizational record documents. For analysis purpose, the simple statistical tools like percentages, mean and standard deviation were used.

6.0 Results and Discussion

5.1 Socio-Economic Profile of Sample Respondents

5.1.1. Gender Of the Respondent

Table 3: Gender of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	65	28.9	28.9	28.9
	Male	160	71.1	71.1	100.0
	Total	225	100.0	100.0	

Source: Survey 2022.

As shown in table above, respondents figure comprised of 160 (71.1%) male and 65(28.9 %) female. Therefore, the majority of the respondents were male. This was because male members exceed the women in terms of numbers at the study area.

5.1.2 Age of the Respondent

Table 4: Age of the Respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 27	40	17.8	17.8	17.8
	28 to 36	95	42.2	42.2	60.0
	37 to 46	52	23.1	23.1	83.1
	47 to 55	22	9.8	9.8	92.9
	56 to 65	13	5.8	5.8	98.7
	Above 65	3	1.3	1.3	100.0
	Total	225	100.0	100.0	

Source: Survey 2022

The answers of respondents to their age are outlined in table above shows, the majority of the respondents 95 (42.2%) are from the age of 28 to 36, then 52(23.1%) from the age of 37 to 46, followed by 40(17.8%) from age of 18 to 27. The result indicates that more than 65% of respondents were between 28 to 46 age groups.

5.1.3 Marital Status of the Respondents

Table 5: Marital Status of the respondent

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Unmarried	7	3.1	3.1	3.1
	Married	158	70.2	70.2	73.3
	Widowed	14	6.2	6.2	79.6
	Divorced	46	20.4	20.4	100.0
	Total	225	100.0	100.0	

Source: Survey 2022

As shown in table above the majority or 158 (70.2%) of the respondents are married, 46(20.4%) divorced and 14(6.2%) widowed. The result shows that the most members of consumer cooperative in the study area were married people.

5.1.4 Educational Status of the Respondents

Table 6: Educational status of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-8th grade	76	33.8	33.8	33.8
	10th Complete	72	32.0	32.0	65.8
	12th Complete	24	10.7	10.7	76.4
	Diploma	20	8.9	8.9	85.3
	First Degree	19	8.4	8.4	93.8
	Second degree and above	14	6.2	6.2	100.0
	Total	225	100.0	100.0	

Source: Survey 2022

As indicated in table above the educational status of the respondents are from beginner to higher education. The majority or 76(33.8%) from grade 1 to 8 followed by 12th complete (10.7%) and diploma level 20(8.9%) and first degree 19 (8.4%). In addition second degree and above are 14(6.2%).

5.1.5 Average Monthly Income of the Respondents

Table 7: Income of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 2000	67	29.8	29.8	29.8
	2001 to 3000	77	34.2	34.2	64.0
	3001 to 4500	38	16.9	16.9	80.9
	4501 to 6000	28	12.4	12.4	93.3
	More than 6000	15	6.7	6.7	100.0
	Total	225	100.0	100.0	

Source: Survey 2022

Lastly, regarding the average monthly income of respondents, the larger group 34.2% and 29.8% of them consist of individuals in the income group 2001-3000 birr and less than 2000 birr respectively. This followed by 16.9% of the respondents whose income is between the range 3001-4500 birr. The remaining respondents 12.4% and 6.7% had income between the range above 4501 birr to 6000 and more than 6000 birr respectively. Based on this more than 80.9% of the respondents had income less than 4500 birr monthly.

5.2 Success of consumer Cooperative

The survival of any cooperatives depends on their capability of satisfying their members. Cooperatives exist to address member’s needs’ by providing services such as quality goods with reasonable prices (Beyene & Abebe, 2013; Mohammed, 2019). In other word, a successful cooperative should be able to increase the service offerings of the members and then enhance the satisfaction among the members. Members are more likely to be satisfied in their cooperatives ‘internal management and operational issues (Tarekegn, 2017). In view of this, for this study, the members were asked to evaluate the degree of their society success as mentioned below:

Table 8: Success of primary consumer cooperative in Burayu Town

No.	Item	1	2	3	4	5	Mean	Std.
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								Deviation
1	Treatment of customers or service users	39(17.4%)	90(40%)	27(12%)	50(22.2%)	19(8.4%)	2.64	1.238
2	Consistency of supply of essential goods	31(13.8%)	98(43.6%)	30(13.3%)	47(20.9%)	19(8.4%)	2.64	1.156
3	Adequate work has done to increase the number of members	35(15.6%)	105(46.7%)	20(8.9%)	50(22.2%)	15(6.6%)	2.57	1.185
4	Sufficient work has done to generate additional income	20(8.9%)	160(71%)	15(6.7%)	22(9.8%)	8(3.6%)	2.28	.889
5	Quality of goods and Services provided by consumer cooperatives	25(11.1%)	120(53.3%)	17(7.6%)	58(25.8%)	5(2.2%)	2.55	1.060
6	Appropriateness of physical location of the shop, accessibility	30(13.3%)	140(62.2%)	35(15.6%)	16(7.1%)	4(1.8%)	2.22	.830
7	Reasonable price of goods and services	10(4.4%)	95(42.2%)	40(17.8%)	60(27%)	20(8.9%)	2.93	1.106
8	Timely supply of basic goods and services	50(22.2%)	116(52%)	25(11.1%)	30(13.3%)	4(1.8%)	2.20	.996
9	Members satisfaction with amount of dividend paid	70(31.1%)	130(58%)	4(1.8%)	15(6.7%)	6(2.7%)	1.92	.913
10	satisfaction with the cooperative management accomplishment of their duties	20(8.9%)	90(40%)	45(20%)	63(28%)	7(3.1%)	2.76	1.053
11	satisfaction with the decision making process	15(6.7%)	145(64.4%)	5(2.2%)	50(22.2%)	10(4.4%)	2.528	1.052
12	satisfaction with the cooperatives performance	80(35.6%)	130(58%)	3(1.3%)	8(3.6%)	4(1.8%)	1.79	.789

Source: Survey 2022.

Based on the results presented in the above table, reasonable price of goods and services(mean=2.93,SD=1.106); satisfaction with the cooperative management accomplishment of their duties (mean=2.76,SD=1.053);treatment of customers or service users (mean=2.64,SD=1.238);consistency of supply of essential goods (mean=64,SD= 1.156); adequate work to increase the number of members (mean=2.57,SD=1.185) and quality of goods and Services provided by consumer cooperatives (mean=2.55,SD=1.060) rated almost moderately successful. This also similar with the study of (Pathak and Kumar, 2005).The remaining items fall in the low successful (mean=1.79 to 2.52).

5.3 Managerial factors

Mean score Range for Five scale Likert's Response

Table 9: Mean score Range for Five scale Likert's Response

Mean	Response
[1.00 – 1.80]	Least influential
[1.80 - 2.60]	Influence slightly
[2.60 – 3.40]	Influence moderately
[3.40 – 4.20]	Influence highly
[4.20 -5.00]	Influence critically

Source: own sketch

Where, 5 = influence critically, 4 = influence highly, 3 = influence moderately, 2 = influence slightly and 1= least influential.

Table 10: Managerial factors for success of consumer Cooperatives

No.	Items	Mean	Std. Deviation
1	Ability to facilitate services according to needs of the members	4.39	.930
2	Management committee follows performance of the organization according to the by law	3.30	.811
3	Transparency of management activities to all members	4.40	.896
4	Ability to work according to the bylaw and approval plan of the general assembly	3.05	.788
5	Good interpersonal skills	4.47	.667
6	Good interest to work in cooperatives	4.46	.755
7	Good experience of management in cooperative	4.54	.737
8	Having general business and managerial skills	4.22	.988
9	Efficient of conflict solving abilities	3.12	.825
10	Good educational level	4.46	.834
11	Management ability in creating external relationship	3.20	.911

Source: Survey 2022

The research results exhibited in the above table mostly indicates that, the most influential managerial factors that have considerably contributed to the success of primary consumer cooperatives was good experience of management in cooperative (mean=4.54, SD=.737) has considerable critical influence on society's success. In the same way, good interpersonal skills (mean=4.47, SD=.667), good interest to work in cooperatives (mean=4.46, SD=.755), good educational level (mean=4.46, SD=.755), transparency of management activities to all members (mean=4.40, SD=.896), ability to facilitate services according to needs of the members (mean=4.39, SD=.930) and having general business and managerial skills (mean=4.22, SD=.988) were rated to high influence on society's success.

In similar way, management committee follows performance of the organization according to the bylaw (mean=3.30, SD=.811), management ability in creating external relationship (mean=3.20, SD=.911), efficient of conflict solving abilities (mean=3.12, SD=.825) and ability to work according to the bylaw and approval plan of the general assembly (mean=3.05, SD=.788) rated as moderately influence on the success of the society. To conclude, even if all these managerial factors have considerably contributed to the success of the consumer cooperatives, good experience of management in cooperative, good interpersonal skills, good interest to work in cooperatives, good educational level, transparency of management activities to all members, ability to facilitate services according to needs of the members and having general business and managerial skills are considered to be relatively more influential than other factors. This is also in line with some studies (Amini and Ramezani, 2006; Dejene & Getachew, 2015, Balo, 2021).

Similarly, in the view of the interviewed key informants, majority of them have replicate almost the same result obtained as in the questionnaire survey as they reflect that good interpersonal skills of managers, good understanding the concept of cooperative, good educational level, and experience of management in cooperative have significant role in the success of the cooperative.

5.4 Member Awareness factors

In cooperatives, it is expected that all members, management committee and paid managements must be aware about concept of cooperatives, benefits of cooperatives, cooperative proclamation No. 985/2016 and 218/2021, cooperative management, membership rights and duties, and by-laws of the cooperatives. When the awareness level of members is high, it is believed that there will be good management and cooperative growth. Cooperative awareness in this context referred to how the cooperators acquired knowledge of cooperative principles and the degree of their understanding of how these organizations were managed, appropriate education and training of cooperators was also considered a high priority for having successful cooperatives (Pathak, 2005).

Table 11: Awareness factors for success of consumer cooperatives

No	Items	Mean	Std. Deviation
1	Provision of education and training	4.56	.645
2	Knowledge of rights and duty of cooperative members	4.52	.641
3	Awareness of powers and duties of General Assembly	4.59	.668
4	Knowledge of cooperative values	4.64	.631
5	Knowledge of cooperative principles	4.45	.725
6	Awareness on cooperative proclamation	4.41	.836
7	Good understanding the concept of cooperative	4.24	.991
8	Knowledge of Cooperative principles and values in ICA,1995	4.36	.845
9	Awareness on democratic decision making	4.27	.897
10	Awareness on participation in General meeting	4.34	.872

Source: Survey 2022

The result in the above table indicates that almost all variables such knowledge of cooperative values (mean=4.64, SD=.631); awareness of powers and duties of General Assembly (mean=4.59, SD=.668); provision of education and training (mean=4.56, SD=.645); knowledge of rights and duty of cooperative members (mean=4.52, SD=.641); knowledge of cooperative principles (mean=4.45, SD=.725); awareness on cooperative proclamation (mean=4.41, SD=.836); knowledge of Cooperative principles and values in ICA, 1995 (mean=4.36, SD=.845); awareness on participation in General meeting (mean=4.34, SD=.872); awareness on democratic decision making (mean=4.27, SD=.891) and good understanding the concept of cooperative (mean=4.24, SD=.991) were critically enhance the success of consumer cooperatives.

Respondents during the key informant interview discussion said that members having awareness on concept of cooperatives, benefits of cooperatives, cooperative proclamation ,cooperative management, membership rights and duties, and by-laws of the cooperatives, knowledge about cooperatives concepts, values and principles has contribute critical influence for success factors of consumer cooperatives.

5.5 Participation Factors

The active participation of member – patrons in the control and management is very essential for efficient functioning of cooperatives. Member’s actual participation in the control of cooperatives include attending and participating in membership meetings, taking part in voting, contesting in election, serving in one or more committees, careful study of the reports presented, extending continuous support and showing genuine interest in the affairs of cooperatives. And the data collected from the respondents is presented hereunder:

Table 12: Participation factors for success of consumer Cooperative

No.	Items	Mean	Std. Deviation
1	Active participation while decisions are made by general assembly	4.49	.762
2	Attend every meeting of the society	4.32	.840
3	Participation in technical training	3.19	.970
4	Sense of ownership by members	4.57	.956
5	Participation in amendment of the by-law	3.38	.776
6	Participation to vote in general meeting and election	4.22	.731
7	Participation in cooperative governance	4.50	.795
8	Participation in approving the by-law	3.60	.762
9	Give proper decision on the audit and work report	3.19	.970
10	Participation in approving the annual work plan and budget	3.56	.679

Source: Survey 2022

Cooperatives are controlled, managed and owned by the users. To solve the commonly felt problems, members should first feel sense of ownership and develop economic interest on their organizations.

As the mean scores and standard deviations of participation factor is clearly seen from the above table, Sense of ownership by members, participation in cooperative governance and active participation while decisions are made by general assembly, are almost rated as highly influential factor in the society success with mean score of 4.57, 4.50, and 4.59 and standard deviation of .956, .795 and .762 respectively. In addition, attend every meeting of the society, Participation to vote in general meeting and election, Participation in approving

the by-law and Participation in approving the annual work plan and budget, are almost rated as high influential factor in the society success with mean score of 4.32,4.22,3.60 and 3.56 and standard deviation of .840,.731, .762 and .679 respectively. And also, Participation in amendment of the by-law, Participation in technical training and give proper decision on the audit and work report are almost rated as moderately influence factors in the society success with mean score of 3.38 and 3.19 and standard deviation of .776 and .970 respectively.

Generally, the study showed that although there are many participation factors which have substantial contribution with the success of the cooperatives, important determinants of the success are Sense of ownership by members, participation in cooperative governance and active participation while decisions are made by general assembly, are almost rated as critical influential factor in the society success.

The key informant interview result shows that when there are senses of ownership members participate in all cooperatives activates and contributes for its success. This result is supported by the findings of several studies. Research conducted by (Amini & Ramezan, 2006 Dejene &Getachew,2015), have considered the members' active participation in co-operative governance as the most important factor in success of cooperatives.

5.6 Commitment factors

The basic tool for the success of consumer cooperative is strong commitment of its members to serve their cooperative honestly. Like other business institutions consumer cooperatives success is determined by its members' loyalty in their organizations. Trust is the member's confidence or faith towards the cooperatives, management committee, and employees. It was assumed as if members have confidence/ faith towards the above; they will participate in business practices of the cooperatives. Commitment is considered important for the success of any cooperatives. According to Fulton and Giannakas (2007), member commitment is "of vital importance to the organization and to the well being of the members. Accordingly, for this study, respondent members were asked to indicate the degree of influence of the mentioned success factors concerning commitment factor in their cooperative success and their response is presented hereunder:

Table 13: Commitment factors for success of consumer Cooperative

No.	Items	Mean	Std. Deviation
1	Good individual motivation	3.48	.726
2	Mutual trust among cooperative members	4.27	.839
3	Trust between cooperatives members and cooperative management committee	3.52	.756
4	Commitment to shared goals	4.19	.956
5	Willingness of members to provide equity capital	3.51	.648
6	Willingness to serve in a different cooperative committee	3.36	.755
7	Members loyalty to their cooperatives	4.45	.795
8	Members use their skills to for cooperative benefits	4.20	1.030
9	Members control their cooperatives	3.68	.867
10	Members are responsible for promoting their cooperatives	4.34	.903

Source: Survey 2022

As shown in table above the mean and standard deviation for the different commitment factors were computed. The table shows that members loyalty to their cooperatives (mean=4.45, SD=.795); members responsibility to promote their cooperatives (mean=4.34; SD=.903) have rated as critical influence on cooperative success. It is also followed by mutual trust among cooperative members (mean=4.27, SD= .839), members use their skills to for cooperative benefits (mean 4.20, SD=1.030) and Commitment to shared goals (mean=4.19, SD=.956); members control their cooperatives (mean=3.68, SD=.867), trust between cooperatives members and cooperative management committee (mean=3.52, SD=.756) and willingness of members to provide equity capital (mean=3.51, SD= .648) rated as high influence on success of consumer cooperatives. Lastly, good individual motivation (mean=3.48, SD=.726) and willingness to serve in a different cooperative committee (mean=3.36, SD=.755) is moderately important to success consumer cooperatives. It is evident from the analysis that most of the sample members have given highest importance to the factors like members mutual trust, willingness of members to provide equity capital and good individual motivation and drive. Therefore, we can consider those factors as main success factors for consumer cooperatives.

According to the interview result, majority of the interviewee pointed that success of cooperatives is highly depend on the members willingness to provide capital, in doing so they must have mutual trust among themselves and cooperative management and other commitment factors comes later.

5.7 Communication Factors

Communicating with members of consumer cooperatives to ensure common vision is the defining role of cooperatives.

Table 14: Communication factors affecting success of consumer Cooperate

No.	Items	Mean	Std. Deviation
1	Techniques of sharing information in a non-threatening and polite manner	3.94	.889
2	Members access to timely and worthwhile information	4.12	.770
3	Accuracy of messages cooperatives communicate to member	3.89	.950
4	Communicate member-owner responsibilities and benefits	4.06	.881
5	Communication of related industry news and market trends	3.59	.824
6	Provide regular feedback to members to allow them to share in collective successes	3.26	.885
7	Members access to annual audit report	4.30	.801
8	Vital for good meetings and to negotiate with other members	4.27	.761
9	Ability to recognize members role, behaviors and skills	4.43	.783
10	Ability to good communicate with cooperative promotion office	4.16	.829

Source: Survey 2022

Ability to recognize members role, behaviors and skills (mean=4.43, SD=.783); members access to annual audit report (mean=4.30, SD=.801);vital for good meetings and to negotiate with other members (mean=4.27, SD=.761) were critically influence the success of consumer cooperatives. The remains variables highly influence the success of consumer cooperatives.

5.8 Government Factors

Study by (Garnevska, Liu, & Shadbolt, 2011) found that a stable legal environment; a dedicated initiator and leader; government financial and technical support; understanding and participation of cooperative activities and appropriate external support from professional NGOs were the key factors for the successful development of cooperatives. The result of the study put under the following table:

Table 15: Government factors enhancing success of consumer cooperative

No.	Items	Mean	Std. Deviation
1	Facilitating training and education	3.95	1.136
2	Operational soundness to cooperatives	3.05	.959
3	Free provision of land	4.49	.774
4	Auditing of cooperatives at least once a year	3.06	.959
5	Promoting institutional autonomy	4.64	.714
6	Respecting voluntary membership	4.37	.857
7	Promoting equitable treatment of cooperatives	3.53	.824
8	Providing coherent and efficient regulatory framework	3.86	.786
9	Organization and promotion activities	3.51	.881

Source: Survey 2022

Promoting institutional autonomy (mean=4.64, SD=.714); free provision of land (mean=4.49, SD=.774), and respecting voluntary membership (mean=4.37, SD=.857) were rated as critically influence to success of consumer cooperatives. Facilitating training and education (mean=3.95, SD=1.136); providing coherent and efficient regulatory framework (mean=386, SD=.786) and organization and promotion activities (mean=3.51, SD=.881) were found as highly influential success of factor of consumer cooperative. The remaining variables influence moderately.

5.9 Strategy

Table 16: Strategic factors affecting success of consumer Cooperative

No.	Items	Mean	Std. Deviation
1	Self evaluation/assessment	4.27	.945
2	Objective development	4.41	.846
3	Ability to be strategy focused organization	4.54	.713
4	Ability to live the vision of the cooperative	4.72	.556
5	Having strategic plan for at least 3 years	4.27	.883

Ability to live the vision of the cooperative (mean=4.72, SD=.556) and ability to be strategy focused organization (mean=4.54, SD= .713) rated as critical influential for success of cooperatives society in study area. Furthermore, objective development (mean=4.41, SD=.846); having strategic plan for at least 3 years (mean=4.27, SD=.883) and self evaluation/assessment (mean4.27, SD=.945) were highly influence the success of consumer cooperatives. This study also similar with Shirima (2022) that found cooperatives which Strategy focused has a significant positive contribution to the cooperative success. He indicate that when the cooperative has a strategy focus by having self-evaluation/assessment timely and regularly, leaders and management are able to formulate proper objectives and able to live the vision of the co-operative it is expected to critical success to cooperative.

5.10 Leadership factors

In order to survive and serve their members, cooperative organizations need to have a strong, dedicated and vibrant leadership. Because it is believed that above all the successes of cooperative societies depend on the quality of leadership they possess. Good and efficient leaders matter to the overall performance and well-being of the cooperatives and its members; they also matter to other stakeholders of the cooperatives, such as the customers and the society. In other words, efficient leadership is a cornerstone in life, in general, and in achieving organizations' success, in particular (Ali, 2009). Cooperatives need leadership skills to conduct their day to day tasks in an effective manner. Leadership includes the competence to influence, inspire, unite, direct, encourage, motivate, induce, move, mobilize, and activate others to pursue a common goal or purpose while maintaining commitment, momentum, confidence and courage.

Table 17: Leadership factors enhancing consumer Cooperative

No	Item	Mean	Std. Deviation
1	Leaders who can communicate effectively	3.99	.831
2	Visionary leaders	4.35	.852
3	Leaders who can deal effectively with problems and challenges	4.11	.907
4	Ongoing education and training	4.34	.857
5	Maintaining proper accounting records	3.18	.767
6	Members' support towards cooperative's products or services	4.08	.903

Source: Survey 2022

Visionary leaders (mean=4.35, SD= .852);ongoing education and training (mean=4.34, SD=.857);leaders who can deal effectively with problems and challenges (mean=4.11, SD=.907);members' support towards cooperative's products or services (mean=4.08, SD= .903) and leaders who can communicate effectively (mean=3.99, SD=.831) rated as highly influential in the factors of consumer cooperatives success while Maintaining proper accounting records with mean score of 3.18 and SD .767 is moderately influential.

5.10 Economic factors

Table 18: Economic factors enhancing success of consumer cooperative

No.	Items	Mean	Std. Deviation
1	Access of credit	3.78	.866
2	Availability of finance to operations	3.56	.760
3	Access of land	4.71	.677
4	Market access	4.02	1.045
5	Existence of resource	4.19	.837

Source: Survey 2022

Access of land (mean=4.71, SD=.677) is rated as critical influential for the success of consumer cooperative society. In addition, existence of resource (mean 4.19, SD=.838), market access (mean=4.02, SD=1.045) and access of credit (mean=3.78) and availability of finance to operations (mean=3.56, SD=.760) are almost rated as highly influential for success of consumer cooperatives.

5.11 Comparison of Factors

Even though, all the commitment, participation, communication, managerial, government, Strategy, awareness, economic and leadership factors contribute to the success of consumer cooperatives, this does not necessarily mean that all factors have equal contribution on the success. In view of that, finally like other sub factors, the respondent members were asked to indicate the degree of contribution of the mentioned success factors in their cooperative success. And the following table clearly compares the overall enhancements of all key factors discussed in detail above.

Table 19: Comparison factors enhancing success of consumer Cooperative

No.	Factors	Mean	Std. Deviation	Rank of Severity
1	Managerial factors	4.42	.792	3 rd
2	Members awareness factors	4.47	.850	2 nd
3	Members participation factors	4.54	1.034	1 st
4	Members commitment factors	4.40	.881	4 th
5	Government factors	3.31	.940	9 th
6	Communication factors	4.30	.920	6 th
7	Strategy	3.80	1.212	7 th
8	Leadership factors	4.32	.895	5 th
9	Economic factors	3.60	1.137	8 th

As shown in table above, members participation factors (mean=4.54), members awareness factors (mean=4.47), managerial factors (mean=4.42), members commitment factors (mean=4.40), leadership factors (mean=4.32) and Communication (mean=4.30) factors has the biggest potential to enhance the success of consumer cooperatives followed by Strategy (mean=3.80), economic factors (mean=3.60) and government factors (mean=3.31) that enhance the success of consumer cooperative. In another words, the result shows that member's participation factors, members' awareness factors and managerial factors are perceived as the top three most significant factors that enhance the success of consumer cooperatives as compared to other factors in the selected area.

7.0 Conclusion and Recommendation

The study finding indicates that majority of the members of cooperatives were male, one of the possible reasons why female do not participate in the activity was mainly due to pressure that came from their husbands and cultural barriers, hence education and training about cooperatives should be an important tool for both male and female, because it helps to improve the level of knowhow, awareness and importance about cooperatives, thereby enabling to increase the size of females members and creates supportive cultural environment for better participation of the members. The descriptive result showed that reasonable price of goods and services, satisfaction with the cooperative management accomplishment of their duties, treatment of customers or service users, consistency of supply of essential goods, adequate work to increase the number of members and quality of goods and Services provided by consumer cooperatives were rated as moderately satisfies their members or customer.

The study was also conducted using nine major groups of variables, namely member commitment, members' participation, communication, managerial factor, strategy, economic factors, government factors, leadership factors and awareness factors. Member's participation factors, members' awareness factors and managerial factors are perceived as the top three most significant factors that enhance the success of consumer cooperatives as compared to other factors in the selected area.

Based on the empirical results of this study the researchers provide the following recommendations with regard to the success factors of consumer cooperatives:

- ❖ Since it is confirmed that the members' participation is really important contributor to cooperative success, the cooperative leaders, promoters and other stakeholders (organizations or individuals which in one way or another can affect the growth of cooperative) should attract and encourage the members' participation in decision-making in regard to cooperative affairs will definitely benefit these cooperatives.

- ❖ The study has suggested cooperative promoter, government, prospective members and other stakeholders to take those identified contributor success factors into consideration while they organize cooperative, making policies and strategies for cooperatives. In addition, it is essential to prioritize those items that have greater contribution on their success than do others. Therefore, it is recommended that enhancement of effective should be taken into consideration for the purpose of increase in success of consumer cooperatives more than ever.

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