

Environments and Performances of Small Multipurpose Cooperatives in the Province of Ilocos Norte, Philippines

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ABSTRACT: The study analyzed the internal and external environments of small multipurpose cooperatives in the Province of Ilocos Norte, Philippines, exploring factors such as intellectual capacity, governance, and management, along with political-legal, economic, and technological influences, while assessing their social and financial performance. The study utilized a descriptive research design, involving 10 small multipurpose cooperatives with a total of 139 respondents, including members of the Board of Directors, committee chairpersons, officers, managers, and selected regular members without designations. Two sets of survey questionnaires were used. To determine the respondents' perceptions of the cooperatives' internal and external environments, as well as their social and financial performance, established norms were used for data interpretation and analysis. The internal environment of the small multipurpose cooperatives was found to be strong, with high levels of intellectual capacity, very satisfactory governance, and effective management. The external environment was deemed to have a very influential impact on the cooperatives. In terms of performance, the cooperatives demonstrated very good social performance and satisfactory financial performance.

KEYWORDS: Intellectual capacity, governance, management, social performance, financial performance, small multipurpose cooperatives, Ilocos Norte, Philippines.

I. INTRODUCTION

Cooperatives have been in existence for centuries and have had strong impact on socio-economic development (Embi, et al., 2013). They are internationally recognized mechanisms to foster financial and economic growth in developing countries (Global Communities Partners for Good, n.d.). And stand out as promoting equality, community development, and well-being of members (Figueiredo & Franco, 2018). They are struggling due to low member engagement. Their ability to represent their communities is weakened, as they fail to effectively address members' needs, reducing the organization's collaborative essence. Additionally, limited economic participation arises from members' infrequent use of cooperative products and services, making it difficult for cooperatives to sustain financial support from their members (Grauvilardell, 2013). Cooperatives fail due to insufficient education and training, limited capital, inadequate business volume, lack of dedicated member support, vested interests, corruption among leaders, poor leadership and mismanagement, and insufficient government support (Sibal, 2011). As of September 30, 2018, the top five (5) findings in the inspection of cooperatives in Region I included the following: statutory funds are not fully funded; non-issuance of share capital certificates; no membership registry; no share and transfer book; and book of accounts are not properly maintained and updated (Bitonio, 2018). The study centered on analyzing both the internal and external environments of small multipurpose cooperatives in the Province of Ilocos Norte, Philippines. It explored the internal factors of intellectual capacity, governance, and management, while also evaluating the external influences of political-legal, economic, and technological factors. Additionally, the study assessed the cooperatives' social and financial performance of the small cooperatives.

II. RESEARCH METHODS

The study utilized the descriptive research design. There were 10 small multipurpose cooperatives involved in the study with a total of 139 respondents composed of the members of the BODs, committee chairpersons, officers, managers and selected regular members without designations or office. The study used two sets of survey questionnaires. Set A was used to gather data from the members of the board of directors, officers, committee chairpersons and managers; meanwhile, Set B was used for the

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regular members of the cooperatives. Set A questionnaire was composed of six parts as follows: Part I dealt with the intellectual capacity of the cooperatives in terms of structural capital, human capital, and relational capital. All the items were adapted from the research instrument of Khan, Yaacob, Abdullah, & Ah (2016). The items were re-stated to suit to the objectives of the study. For Part II, this focused on the governance of the cooperatives, the items were adapted from the following: along general assembly, item 1-7 were taken from the Governance and Management Audit Report of Cooperatives (Cooperative Development Authority, 2017) while items 8-11 were adapted from Khan, Yaacob, Abdullah, & Ah (2016). The rest of the items which tackled the governance of the cooperatives (e.g. Board of Directors, Election Committee, Audit Committee, Education Committee, Gender and Development Committee, Mediation and Conciliation Committee, Ethics Committee, Secretary, Treasurer and Manager) were adapted from the Governance and Management Audit Report of Cooperatives (Cooperative Development Authority, 2017). As regards to Part III of the research instrument, pertaining to the management of the cooperatives which included organizational structure, system and procedures, human resource records, performance evaluation, compensation and benefits, career development, and compliance to government requirements, all of the items were adapted from the Governance and Management Audit Working Paper of the Cooperative Development Authority (2017). The items were re-stated in conformity with the objectives of the study. Part IV of the research instrument elicited information on the external environment of the cooperatives along political-legal, economic, and technological in terms of information technology. For the political-legal environment, items 1 to 3 were adapted from the research instrument of Kiura and Runyora (2016), items 4 to 6 were adapted from the research instrument of Kigera (2016), and items 7 to 10 were formulated by the researcher based from the inputs, suggestions, and recommendations of the members of the Oral Examination Tribunal during the proposal presentation. For the economic environment, all of the items were adapted from the research instrument of Machogu and Yegon (2017). For the technological environment along information technology, the items were adapted from the research instrument of Moruf O and Oluwaseun (2014). Lastly, on the aspect of the cooperatives' social performance which is the concern of Part V of the research instruments which included the organization, membership, employees and staff, cooperation among cooperatives, community and nation, network, alliances, and linkages, and development fund utilization the items were adapted from the Guidelines for Social Audit of Cooperatives of the Cooperative Development Authority (2013), but these were restated to fit the objectives of the study.

Set B questionnaire was composed of four parts as follows: For Part I which focused on the governance of the cooperatives along general assembly wherein items 1-7 were taken from the Governance and Management Audit Report of Cooperatives (Cooperative Development Authority, 2017) while items 8-11 were adapted from Khan, Yaacob, Abdullah, & Ah (2016). On the aspect of the cooperatives' social performance along organization, membership and community and nation which the items were adapted from the Guidelines for Social Audit of Cooperatives (Cooperative Development Authority, 2013).

To determine the respondents' perceptions on the cooperatives' internal environment along intellectual capacity, governance, management, external environment along legal-political, economic and technological environments and social performance in terms of social and financial performance, the following norms were used to interpret and analyze the data.

Range of Mean Values	Intellectual Capacity	Governance	Management	External Environment	Social Performance
4.51 – 5.00	Very highly capacitated	Excellent governed	Excellent managed	Extremely influential	Outstanding
3.51 – 4.50	Highly capacitated	Very satisfactorily governed	Very satisfactorily managed	Very influential	Very good
2.51 – 3.50	Moderately capacitated	Satisfactorily governed	Satisfactorily managed	Somewhat influential	Good
1.51 – 2.50	Slightly capacitated	Fairly governed	Fairly managed	Slightly influential	Fair
1.00 – 1.50	Very slightly capacitated	Poorly governed	Poorly managed	Not at all influential	Poor

For the financial performance, the data were analyzed by adopting the performance measures published by CDA (2013) in the Performance Report Standards for Cooperatives. The performance measures, standard criteria and standard points are presented as follows:

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Financial Performance Measures	Standard Criteria	Standard Points
1) Profitability	30% and above	5
	25% - below 30%	4
	10% - below 25%	3
	5% - below 10%	2
	Below 5%	1
	Break even or net loss	0
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Financial Performance Measures	Standard Criteria	Standard Points
2) Asset Efficiency	20% and above	5
	15% and below 20%	4
	10% and below 15%	3
	5% and below 10%	2
	Below 5%	1
3) Operational Strength	100% and above	5
	75% to below 100%	4
	50% to below 75%	3
	25% to below 50%	2
	5% to below 25%	1
	Less than 5%	0

Reference: Cooperative Development Authority, 2013.

The following norms were used to analyze and interpret the data on the financial performance of the cooperatives in terms of profitability, asset efficiency and operational strength.

Ranges of Mean Values	Profitability	Asset Efficiency	Operational Strength	Overall Financial Performance
4.00 – 5.00	Very highly profitable	Very High efficiency	Very strong	Exceptional performance
3.00 – 3.99	Highly profitable	High efficiency	Strong	Very satisfactory performance
2.00 – 2.99	Moderately profitable	Moderate efficiency	Moderate	Satisfactory performance
1.00 – 1.99	Slightly profitable	Low efficiency	Weak	Weak performance
0.01 – 0.99	Very slightly profitable	Very low efficiency	Very weak	Poor performance
0.00 and below	Not profitable	Not efficient	Worst	Very poor performance

III. RESULTS AND DISCUSSIONS

Table 1. Level of Intellectual Capacity of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of Structural Capital

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is capacitated with policies, procedures and work instructions contained in the manual of operations and databases.	4.39	HC
2) The cooperative is capacitated with process improvements and innovation of the products, services, and systems for improvement.	4.35	HC

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3) The cooperative is capacitated with data system that enables employees to access relevant information to perform their jobs.	4.23	HC
4) The cooperative is capacitated with culture and environment that are supportive and comfortable for the employees to perform their jobs.	4.47	HC
Composite Mean	4.36	HC

Legen	Mean	Descriptive Interpretation (DI)
d:	Values	Very highly capacitated (VHC)
	4.51 – 5.00	Highly capacitated (HC)
	3.51 – 4.50	Moderately capacitated (MC)
	2.51 – 3.50	Slightly capacitated (SC)
	1.51 – 2.50	Very slightly capacitated (VSC)
	1.00 – 1.50	

The table demonstrates that small multipurpose cooperatives achieved high intellectual capacity levels especially regarding structural capital which is proven by their composite mean score of 4.36. The present study shows these cooperatives maintain established intangible assets including processes, procedures, databases and organizational culture which provide ongoing organizational benefits despite changes in staff. The data reveals that cooperatives maintain internal knowledge systems and infrastructures which consist of intellectual property and operational facilities to enable personnel to perform their tasks and responsibilities efficiently. The indicator that measures how well a cooperative creates a supportive and comfortable work environment for employees achieved the highest average score of 4.47 demonstrating a state of high capacity. The data system indicator which measures employee access to relevant information received the lowest average score at 4.23 but was still categorized as highly capacitated. The research conducted by Khan, Yaacob, Abdullah, & Ah in 2016 confirms that advancing intellectual capital through structural elements is essential for the enduring success of cooperatives. A strong internal support system enhances cooperative performance while ensuring operations remain stable despite changes in staffing.

Table 2. Level of Intellectual Capacity of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of Relational Capital

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is capacitated with good government support in performing its business activities.	4.28	HC
2) The cooperative is capacitated with feedback and recommendation mechanisms from suppliers to produce better products and services for the customers.	4.27	HC
3) The cooperative is capacitated with customer feedback mechanisms to effectively provide quality products and services.	4.24	HC
Composite Mean	4.26	HC

Legen	Mean	Descriptive Interpretation (DI)
d:	Values	Very highly capacitated (VHC)
	4.51 – 5.00	Highly capacitated (HC)
	3.51 – 4.50	Moderately capacitated (MC)
	2.51 – 3.50	Slightly capacitated (SC)
	1.51 – 2.50	Very slightly capacitated (VSC)
	1.00 – 1.50	

The table shows that small multipurpose cooperatives achieved high levels of intellectual capacity particularly in relational capital demonstrated by a composite mean score of 4.26. The data shows that cooperatives are very effective at building and sustaining productive connections with important external partners like customers and suppliers while also engaging with community groups and government agencies. The indicator showing that cooperatives received good government support for their business operations achieved the highest mean score of 4.28 which indicates a high level of capacitation. The cooperative maintains customer feedback systems to deliver top-notch products and services yet achieved the lowest mean of 4.24 within the highly capacitated range. The findings of Khan, Yaacob, Abdullah, & Ah (2016) match our results because they show how effective external relationships are crucial to cooperative success. Creating stronger connections with the community and stakeholders via

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events and customer engagement activities increases the cooperative's reputation and credibility which leads to better business performance and more opportunities. When cooperatives develop strong relational capital they achieve better service quality while simultaneously enhancing their ability to meet member demands and community needs.

Table 3. Level of Intellectual Capacity of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of Human Capital

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is capacitated with employees with relevant qualifications for their work.	4.25	HC
2) The cooperative is capacitated with employees possessing adequate knowledge and skills to perform their jobs.	4.21	HC
3) The cooperative is capacitated with employees having at least 1 year working experience in their field.	3.94	HC
4) The cooperative is capacitated with employees with capabilities to use the information system to perform their task.	4.04	HC
5) The cooperative is capacitated with employees that can contribute new ideas and knowledge.	4.09	HC
6) The cooperative is capacitated with suitable training and education that contribute toward employee's competence.	4.27	HC
7) The cooperative is capacitated with employees that are devoted to their work.	4.32	HC
8) The cooperative is capacitated with rewards and promotion systems to motivate employees to improve their job performance.	4.21	HC
9) The cooperative is capacitated with employees that can work as a team.	4.33	HC
10) The cooperative is capacitated with employees whose attitudes contribute toward the improvement of cooperative performance.	4.37	HC
Composite Mean	4.20	HC

Legen	Mean	Descriptive Interpretation (DI)
d:	Values	Very highly capacitated (VHC)
	4.51 – 5.00	Highly capacitated (HC)
	3.51 – 4.50	Moderately capacitated (MC)
	2.51 – 3.50	Slightly capacitated (SC)
	1.51 – 2.50	Very slightly capacitated (VSC)
	1.00 – 1.50	

Small multipurpose cooperatives demonstrated high intellectual capacity in their human capital resources according to a composite mean of 4.20 shown in the table. The cooperatives demonstrate a powerful workforce that holds the essential knowledge, skills, and attitudes to propel organizational achievement. The indicator "the cooperative is capacitated with suitable training and education that contribute toward employee's competence" received the peak mean score of 4.27 which represents high capability and demonstrates the essential impact of ongoing learning and development programs on workforce skill enhancement. The cooperative demonstrates strong capabilities with employees having at least one year of experience in their field but registered the lowest mean score of 3.94 and requires enhancement in hiring and retaining skilled workers. The cooperative achieved the highest mean score of 4.37 in employee attitude toward work for "the cooperative is capacitated with employees whose attitudes contribute toward the improvement of cooperative performance", demonstrating personnel who display strong work ethic and commitment. The cooperative received a mean score of 4.21 on its employee reward and promotion systems which motivates job performance improvements indicating that the incentive system performs well but still requires enhancements. The research confirms Khan, Yaacob, Abdullah, & Ah's (2016) argument which states that human capital represents the most crucial organizational asset through the knowledge and skills employees possess. Small cooperatives in Ilocos Norte benefit from well-trained personnel who enhance service delivery and cooperative performance due to their essential competencies from continuous training and educational investments.

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Table 4. Overall level of Intellectual Capacity of the Small Multipurpose Cooperatives in the Province of Ilocos Norte, Philippines

Factors of Intellectual Capacity	Small MPCs	
	Mean	DI
1) Structural Capital	4.36	HC
2) Relational Capital	4.26	HC
3) Human Capital	4.20	HC
Overall Mean	4.28	HC

Legend:	Mean Values	Descriptive Interpretation (DI)
	4.51 – 5.00	Very highly capacitated (VHC)
	3.51 – 4.50	Highly capacitated (HC)
	2.51 – 3.50	Moderately capacitated (MC)
	1.51 – 2.50	Slightly capacitated (SC)
	1.00 – 1.50	Very slightly capacitated (VSC)

Structural capital in small multipurpose cooperatives achieved the highest composite score of 4.36 while relational capital followed with a score of 4.26 and human capital recorded a composite mean of 4.20, indicating all three capitals are highly capacitated. The cooperative organizations demonstrate a robust base in intangible assets through their systems, relationships and human expertise. The research results align with Khan, Yaacob, Abdullah, & Ah's (2016) conclusions about intellectual capacity being essential for firm performance enhancement and competitive advantage. Organizational intellectual capital which includes structural, relational, and human elements acts as an essential building block for sustainable growth by promoting innovation and operational effectiveness while guiding strategic decisions. Non-physical assets, including knowledge and skills together with networks and intellectual property create a competitive advantage. This resource enables cooperatives to enhance service delivery while expanding their operations and ensuring long-term resilience amid a changing economic landscape.

Table 5. Extent of Governance of Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of the General Assembly

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is governed by the general assembly that approves the:		
a) Plans and budgets of the cooperative.	4.50	VSG
b) Board of director's report	4.56	EG
c) Committee reports	4.48	VSG
d) Management report	4.54	EG
2) The cooperative is governed by the general assembly that elects the members of board of directors and officers.	4.79	EG
3) The cooperative is governed by the general assembly that engages with the external auditors.	4.49	VSG
4) The cooperative is governed by the general assembly where the annual reports are presented.	4.70	EG
5) The cooperative is governed by the general assembly that accepts the audited financial statements of the cooperative.	4.55	EG
6) The cooperative is governed by the general assembly that accepts, approves, confirms, or ratifies the resolutions, policies, including amendments of the articles of cooperation.	4.56	EG
7) The cooperative is governed by the members of the general assembly that actively attend all cooperative annual meetings.	4.36	VSG
8) The cooperative is governed by the general assembly that provides opinions during annual meetings that contribute towards the cooperative's success.	4.52	EG
9) The cooperative is governed by the members of the general assembly that are given opportunities to become elected members of the committees.	4.57	EG
10) The cooperative is governed by the members of the general assembly that influences the cooperative's decision-making.	4.45	VSG
Composite Mean	4.54	EG

Legend:	Mean Values	Descriptive Interpretation (DI)
	4.51 – 5.00	Excellent governed (EG)
	3.51 – 4.50	Very satisfactorily governed (VSG)
	2.51 – 3.50	Satisfactorily governed (SG)
	1.51 – 2.50	Fairly governed (FG)
	1.00 – 1.50	Poorly governed (PG)

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The findings demonstrate that small multipurpose cooperatives achieved excellent governance in their general assembly operations as shown by their high composite mean score of 4.54. The general assembly demonstrates its essential and dynamic participation in cooperative governance by exercising its rights and performing its duties according to RA 9520, the Articles of Cooperation, and the cooperatives' Bylaws. The sentence highlights how crucial member participation remains to cooperative governance because cooperatives depend on their members' active contributions to succeed. Grauvilardell's (2013) claim that member engagement is crucial for cooperatives to address community needs and maintain democratic control stands validated by this evidence. The research adheres to RA 9520 that the principle of open and voluntary membership which mandates that all members have equal rights and responsibilities to participate in governance regardless of their backgrounds (Congress of the Philippines: 14th Congress, 2009) . The highest average score of 4.79 was awarded to the indicator "the cooperative is governed by the general assembly that elects the members of the board of directors and officers" which means excellent governance while the lowest yet still commendable score of 4.36 was received by "the cooperative is governed by the members of the general assembly that actively attend all cooperative annual meetings" indicating very satisfactory governance. The research findings stand in opposition to Grauvilardell's (2013) study and Sibal's (2011) analysis which identified modern cooperatives as facing difficulties from reduced member engagement and decreasing loyal membership support. This study demonstrates that small multipurpose cooperatives succeeded in developing robust governance practices and maintaining member engagement which positions them toward ongoing growth and stability.

Table 6. Extent of Governance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of the Board of Directors

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is governed by the members of the board of directors that have written duties and responsibilities.	4.32	VSG
2) The cooperative is governed by the board of directors that have:		
a) Duly signed Oath of Office.	4.25	VSG
b) Minutes of meetings	4.61	EG
c) Board Resolutions	4.57	EG
d) Board reports	4.57	EG
e) Formulation of the Vision, Mission and Goals of the cooperative	4.50	VSG
f) Budget for the cooperative	4.46	VSG
g) Policy review	4.50	VSG
h) Discussion of audit findings or recommendations from both internal and external auditors.	4.29	VSG
i) Board resolutions specifying the regular schedules of meetings of the board and the committees.	4.36	VSG
3) The cooperative is governed by board of directors that establish rules and procedures in conducting meetings.	4.36	VSG
4) The cooperative is governed by board of directors that have Succession Program	4.18	VSG
Composite Mean	4.41	VSG

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Excellently governed (EG)
	3.51 – 4.50	Very satisfactorily governed (VSG)
	2.51 – 3.50	Satisfactorily governed (SG)
	1.51 – 2.50	Fairly governed (FG)
	1.00 – 1.50	Poorly governed (PG)

The table shows that the board of directors governing small multipurpose cooperatives performed very satisfactorily with a composite mean score of 4.41. The board carried out its strategic planning and policy formulation responsibilities and other duties from RA 9520 and the cooperatives' Bylaws in an effective manner. The findings support Sitaram's (2009) view that the board of directors plays a vital role in guiding cooperatives through strategic direction setting, performance standard establishment, outcome monitoring and corrective action initiation. The board takes the lead in developing organizational

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performance goals while maintaining consistency with the cooperative's mission statements. According to Sitaram (2009), boards that show strong leadership with clear functional roles, competence and legitimacy along with efficient governance practices produce results that reflect these qualities. The highest recorded mean score of 4.61 was achieved by the indicator which measured whether the cooperative had a board of directors who maintained meeting minutes demonstrating excellent governance alongside transparency and consistent documentation practices. The indicator “the cooperative is governed by a board of directors that have a Succession Program” achieved the lowest mean of 4.18 yet received recognition as very satisfactorily governed while underlining the need for better leadership continuity planning to maintain long-term stability and resilience.

Table 7. Extent of Governance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of the Election Committee

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is governed through the election committee that has minutes, committee reports and recommendations.	4.56	EG
2) The cooperative is governed by the election committee chair and members that have written duties and responsibilities.	4.56	EG
3) The cooperative is governed by the election committee chair and members that have duly signed Oath of Office.	4.44	VSG
4) The cooperative is governed through the election committee that has duly approved election guidelines.	4.56	EG
5) The cooperative is governed through the election committee that provides and conducts education programs for elective positions.	4.33	VSG
6) The cooperative is governed through the election committee that has screening program for members with voting rights.	4.22	VSG
7) The cooperative is governed through the election committee that has list of members with voting rights.	4.22	VSG
8) The cooperative is governed through the election committee that informs the general assembly about the results of election.	4.67	EG
9) The cooperative is governed through the election committee that turns over the documents to the new officers.	4.44	VSG
Composite Mean	4.44	VSG

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Excellently governed (EG)
	3.51 – 4.50	Very satisfactorily governed (VSG)
	2.51 – 3.50	Satisfactorily governed (SG)
	1.51 – 2.50	Fairly governed (FG)
	1.00 – 1.50	Poorly governed (PG)

The table shows how small multipurpose cooperatives in Ilocos Norte are governed through their election committees and demonstrates that they achieved high governance standards, which is reflected in a composite mean score of 4.44. The election committee demonstrated effective execution of their required tasks, especially in supervising board elections for vacant positions and implementing responsibilities from RA 9520 and cooperatives' Bylaws. The election committee had the responsibility to create and enforce election rules and guidelines which then needed approval from the general assembly. The earlier observation by Bitonio (2016) reported that certain cooperatives lacked established Election Rules and Guidelines, but by 2018, Bitonio no longer identified this as an issue demonstrating considerable progress. The election committees of small multipurpose cooperatives in Ilocos Norte now follow the procedures detailed in Rule 7, Section 4.4 of the Implementing Rules and Regulations of RA 9520. The cooperative governance indicator that measures whether the election committee informs the general assembly of election outcomes achieved the highest score of 4.67 and was recognized as excellently governed due to its transparency and accountability. The indicators “the cooperative is governed through the election committee that has a screening program for members with voting rights” and “the cooperative is governed through the election committee that has a list of members with

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voting rights” both scored the lowest mean of 4.22 but remained within the range of very satisfactory governance which points to potential improvements in the way voter eligibility and membership records are managed.

Table 8. Extent of Governance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of the Audit Committee

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is governed through the audit committee that have minutes, committee reports and recommendations.	3.89	VSG
2) The cooperative is governed by the chair and members of the committee that have written duties and responsibilities.	4.22	VSG
3) The cooperative is governed by the chair and members of the audit committee that have duly signed Oath of Office.	3.89	VSG
4) The cooperative is governed by the audit committee that has audit system and procedure.	3.89	VSG
5) The cooperative is governed through the audit committee that has audit program of works.	3.67	VSG
6) The cooperative is governed through the audit committee that prepares internal audit reports.	3.78	VSG
7) The cooperative is governed through the audit committee that monitors the implementation of audit recommendations.	3.67	VSG
8) The cooperative is governed through the audit committee that prepares monitoring reports on audit recommendations.	3.56	VSG
9) The cooperative is governed through the audit committee that reports the audit findings and recommendations to the general assembly.	3.89	VSG
Composite Mean	3.83	VSG

Legend: Mean Values	Descriptive Interpretation (DI)
4.51 – 5.00	Excellently governed (EG)
3.51 – 4.50	Very satisfactorily governed (VSG)
2.51 – 3.50	Satisfactorily governed (SG)
1.51 – 2.50	Fairly governed (FG)
1.00 – 1.50	Poorly governed (PG)

The table shows the governance level of small multipurpose cooperatives through their audit committees which demonstrated very satisfactory governance based on the composite mean score of 3.83. Audit committees of small multipurpose cooperatives in Ilocos Norte demonstrated responsible fulfillment of their required duties by effectively monitoring management performance and internal control system effectiveness. The audit committees carried out regular and continuous reviews of financial records and books of accounts based on cooperative principles and established accounting standards while fulfilling additional duties outlined in RA 9520 and their governing documentation. The indicator “the cooperative is governed by the chair and committee members who have documented duties and responsibilities” achieved the top score of 4.22 which indicates very satisfactory governance because of clear role definition within the committee. The cooperative received its lowest indicator score of 3.56 from the audit committee for monitoring reports on audit recommendations yet maintained a rating of very satisfactorily governed which suggests potential improvements in report consistency and quality despite existing monitoring activities. Rule 7, Section 4.5 of the Implementing Rules and Regulations of RA 9520 underlines the audit committee's role in assessing both cooperative performance and responsibility centers to maintain organizational transparency and accountability (Congress of the Philippines: 14th Congress, 2009).

Table 9. Extent of Governance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of the Education Committee

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is governed through the education committee that has minutes, committee reports and recommendations.	4.00	VSG

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2) The cooperative is governed by the chair and members of the education committee that have written duties and responsibilities.	3.89	VSG
3) The cooperative is governed by the chair and the members of the education committee that have appointment papers or board resolution.	3.89	VSG
4) The cooperative is governed through the education committee that has copies of minutes of meeting, board resolutions, and reports.	3.78	VSG
5) The cooperative is governed through the education committee that has training plans or programs with budgets.	4.00	VSG
6) The cooperative is governed through the education committee that prepares training reports.	3.89	VSG
7) The cooperative is governed through the education committee that prepares training modules, materials, and paraphernalia.	3.67	VSG
8) The cooperative is governed through the education committee that has list of pool of trainers.	3.67	VSG
9) The cooperative is governed through the education committee that has feedback or evaluation tools.	3.78	VSG
Composite Mean	3.84	VSG

Legend:	Mean	Descriptive Interpretation (DI)
	Values	Excellent governed (EG)
	4.51 – 5.00	Very satisfactorily governed (VSG)
	3.51 – 4.50	Satisfactorily governed (SG)
	2.51 – 3.50	Fairly governed (FG)
	1.51 – 2.50	Poorly governed (PG)
	1.00 – 1.50	

The table shows that small multipurpose cooperatives had excellent governance within their education committees based on the composite mean result of 3.84. The education committees of micro and small multipurpose cooperatives successfully fulfilled their required duties by delivering education and training programs to members and representatives as well as managers and employees. The development programs provide individuals with essential knowledge and skills needed to build their cooperatives effectively and efficiently following RA 9520 guidelines along with the Articles of Cooperation and Bylaws. The results validate Bitonio's (n.d.) statement about the essential function of the education and training committee in developing educational programs and human resource initiatives for cooperative members and officers and extending these efforts to their operational communities. The research outcomes demonstrate how cooperatives comply with the principle of education and training outlined in RA 9520 which mandates cooperatives to continuously build their members' capacities (Congress of the Philippines: 14th Congress, 2009). Specifically, two indicators received the highest mean rating of 4.00, both described as very satisfactorily governed: The cooperative operates under an education committee that maintains minutes and creates reports and recommendations. Meanwhile, the lowest mean of 3.67 though still within the "very satisfactorily governed" range was recorded for two indicators: Organizing training modules, materials and paraphernalia along with keeping an updated list of trainers forms the basis of a process in need of improvement. The analysis shows that while the education committee provides good governance, its training resource development needs to be strengthened.

Table 10. Extent of Governance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of the Gender and Development (GAD) Committee

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is governed through the gender and development committee that has minutes, committee reports and recommendations.	4.50	VSG
2) The cooperative is governed by the chair and members of the gender and development committee that have written duties and responsibilities.	4.44	VSG
3) The cooperative is governed by the chair and members of the gender and development committee that have appointment papers or board resolution.	4.33	VSG
4) The cooperative is governed through the gender and development committee that has copies of minutes of meetings, board resolutions, and reports.	4.33	VSG
5) The cooperative is governed through the gender and development committee that has GAD plans with budgets.	4.44	VSG

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Indicators	Small MPCs	
	Mean	DI
6) The cooperative is governed through the gender and development committee that maintains a gender disaggregated data of members, officers, and staff.	4.56	EG
7) The cooperative is governed through the gender and development committee that has GAD Assessment Reports.	4.56	EG
Composite Mean	4.45	VSG

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Excellent governed (EG)
	3.51 – 4.50	Very satisfactorily governed (VSG)
	2.51 – 3.50	Satisfactorily governed (SG)
	1.51 – 2.50	Fairly governed (FG)
	1.00 – 1.50	Poorly governed (PG)

The small multipurpose cooperatives displayed excellent governance related to their Gender and Development (GAD) committee according to the composite mean score of 4.45. The GAD committee within micro and small cooperatives of Ilocos Norte successfully advanced gender equality measures alongside the introduction of GAD policies, programs, and activities in their operations. The committee showed robust oversight capabilities by tracking the development and execution of GAD initiatives to guarantee gender equality outcomes. The results support Castillo and Castillo's (2017) view that cooperatives serve as vital contributors to gender equality development goals (SDGs) in the short term. The findings demonstrate compliance with RA 9520 principles which state cooperatives must admit all willing individuals for membership without any discrimination based on gender, social, racial, cultural, political, or religious grounds. The effectiveness of the GAD committee becomes evident with two indicators receiving an "excellently governed" rating. These indicators were: The cooperative operates under the guidance of the gender and development committee which keeps gender-disaggregated data for members and staff.

Table 11. Extent of Governance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of the Mediation and Conciliation (MedCon) Committee

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is governed through the MedCon committee that has minutes, committee reports and recommendations.	4.22	VSG
2) The cooperative is governed by the chair and members of the MedCon committee that has written duties and responsibilities.	4.33	VSG
3) The cooperative is governed by the chair and members of the MedCon committee that have appointment papers or board resolution.	4.00	VSG
4) The cooperative is governed through the MedCon committee that has copies of minutes of meetings, board resolutions, and reports.	4.11	VSG
5) The cooperative is governed through the MedCon committee that has conflict resolution policies and procedures.	3.67	VSG
6) The cooperative is governed through the MedCon committee that has MedCon plans or programs.	3.67	VSG
7) The cooperative is governed through the MedCon committee that prepares the MedCon semi-annual reports.	4.22	VSG
Composite Mean	4.03	VSG

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Excellent governed (EG)
	3.51 – 4.50	Very satisfactorily governed (VSG)
	2.51 – 3.50	Satisfactorily governed (SG)
	1.51 – 2.50	Fairly governed (FG)
	1.00 – 1.50	Poorly governed (PG)

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The small multipurpose cooperatives demonstrated high-level governance standards with their Gender and Development (GAD) committee, which achieved a composite mean score of 4.45. The micro and small cooperatives GAD committee in Ilocos Norte successfully advanced gender equality through the implementation of GAD policies and programs while integrating gender-focused operations. The committee showed excellent oversight skills by monitoring both the progress and execution of GAD initiatives which ensured the achievement of gender equality objectives. The findings support Castillo and Castillo's (2017) position that cooperative organizations play essential roles in reaching immediate gender equality development goals (SDGs). The study results confirmed the cooperatives' compliance with RA 9520 principles requiring open membership for all willing individuals who accept responsibilities without discrimination based on gender, social background, race, culture, politics, or religion. Two indicators demonstrate outstanding governance by the GAD committee. These indicators were: The cooperative operates under the gender and development committee responsible for keeping gender-disaggregated data records for members and staff.

Table 12. Extent of Governance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of the Ethics Committee

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is governed through the ethics committee that has minutes, committee reports and recommendations.	3.89	VSG
2) The cooperative is governed by the chair and members of the ethics committee that have written duties and responsibilities.	4.33	VSG
3) The cooperative is governed by the chair and members of the ethics committee that have appointment papers or board resolution.	4.00	VSG
4) The cooperative is governed through the ethics committee that has copies of minutes of meetings, board resolutions, and reports.	3.89	VSG
5) The cooperative is governed by the ethics committee that has Code of Ethical Standards.	4.22	VSG
6) The cooperative is governed through the ethics committee that prepares Ethics Committee Plans and Programs.	4.22	VSG
Composite Mean	4.09	VSG

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Excellently governed (EG)
	3.51 – 4.50	Very satisfactorily governed (VSG)
	2.51 – 3.50	Satisfactorily governed (SG)
	1.51 – 2.50	Fairly governed (FG)
	1.00 – 1.50	Poorly governed (PG)

The table shows that ethics committee governance in small multipurpose cooperatives of Ilocos Norte achieved very satisfactory results with a composite mean score of 4.09. The data shows that these cooperatives successfully created and enforced their Code of Governance and Ethical Standards and received approval from both the board of directors and the general assembly. The approved code was effectively distributed and implemented by the cooperatives who maintained compliance through their prescribed duties and responsibilities under RA 9520, the Articles of Cooperation, and their Bylaws. The indicator showing governance by the chair and members of the ethics committee with clear duties and responsibilities received the highest mean of 4.33 which translates to "very satisfactorily governed." Conversely, the lowest mean of 3.89, still considered "very satisfactorily governed," was obtained by two indicators: The cooperative operates under the direction of its ethics committee which keeps records of both the minutes and reports as well as committee recommendations. The results show cooperatives do possess a Cooperative Code of Governance and Ethical Standards which counters Bitonio's claim in 2016. The small and micro cooperatives from Ilocos Norte displayed significant governance enhancements by following Rule 7, Section 4.7 under the regulations of RA 9520. The rule requires the ethics committee to create and apply a Code of Governance and Ethical Standards while also overseeing adherence and suggesting fixes for non-compliance issues.

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Table 13. Extent of Governance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of the Secretary

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is governed by the secretary who keeps the books of minutes of meetings of the general assembly and the board of directors.	4.70	EG
2) The cooperative is governed by the secretary who maintains a registry of members	4.50	VSG
3) The cooperative is governed by the secretary who maintains a share and transfer books.	3.80	VSG
4) The cooperative is governed by the secretary who keeps the copy of the certificate of compliance, articles of cooperation and bylaws, and cooperative report forms.	4.50	VSG
5) The cooperative is governed by the secretary who maintains a compilation of the board resolutions.	4.60	EG
6) The cooperative is governed by the secretary who keeps the cooperative seal.	4.10	VSG
7) The cooperative is governed by the secretary who keeps contracts and memorandum of agreements/undertakings/understanding where the cooperative entered, and other pertinent documents.	4.50	VSG
Composite Mean	4.39	VSG

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Excellently governed (EG)
	3.51 – 4.50	Very satisfactorily governed (VSG)
	2.51 – 3.50	Satisfactorily governed (SG)
	1.51 – 2.50	Fairly governed (FG)
	1.00 – 1.50	Poorly governed (PG)

The table shows small multipurpose cooperatives in Ilocos Norte performed excellently in governance through their secretaries according to their composite mean score of 4.39. The secretaries of micro and small cooperatives demonstrated effective record management skills through their maintenance of membership registries and meeting minutes for both the board of directors and general assembly meetings. They maintained effective communication channels to ensure management received necessary BOD actions and decisions for prompt compliance and execution while fulfilling additional duties specified in RA 9520, the Articles of Cooperation, and the Bylaws. The governance assessment revealed that two specific indicators received an excellent rating. These indicators were: The cooperative governance structure includes the secretary who documents both general assembly and board of director meetings' minutes and achieves a mean score of 4.70. The secretaries for micro and small cooperatives in Ilocos Norte demonstrate effective compliance with Rule 7, Section 4.3 of the implementing regulations under RA 9520. The rule specifies that the secretary must keep an updated membership registry while recording and preserving minutes of BOD and general assembly meetings, communicate BOD decisions to management for action and perform other duties as directed by the bylaws or authorized by the general assembly.

Table 14. Extent of Governance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of the Treasurer

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is governed by the treasurer who maintains a cash book.	4.44	VSG
2) The cooperative is governed by the treasurer who keeps records and monitors cooperative securities such as investment, titles, and other negotiable instruments.	4.44	VSG
3) The cooperative is governed by the treasurer who prepares the Cash Position Report.	4.44	VSG
4) The cooperative is governed by the treasurer who maintains a Petty Cash Book.	4.44	VSG
Composite Mean	4.44	VSG

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Excellently governed (EG)
	3.51 – 4.50	Very satisfactorily governed (VSG)
	2.51 – 3.50	Satisfactorily governed (SG)
	1.51 – 2.50	Fairly governed (FG)
	1.00 – 1.50	Poorly governed (PG)

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The table shows that treasurers managed small multipurpose cooperatives very well since their composite mean score reached 4.44. The treasurers of micro and small cooperatives in Ilocos Norte fulfill their responsibilities effectively by depositing all cash collections as per board directives and managing funds and document custody while performing duties mandated by RA 9520 and cooperative governance documents. The indicators tied to the treasurer's responsibilities reached an average score of 4.44, demonstrating excellent governance performance. The research reveals compliance of Ilocos Norte's micro and small cooperatives with Rule 7, Section 4.2 from the regulatory framework of RA 9520. The treasurer must deposit cash collections following BOD policies while holding custody of funds and documentation and carrying out financial management reviews as directed by the BOD in addition to keeping detailed transaction records and handling petty cash and daily reports according to bylaws or general assembly instructions.

Table 15. Extent of Governance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of the Manager

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is governed by the manager who has appointment paper.	4.40	VSG
2) The cooperative is governed by the manager who keeps and maintains board resolution files regarding the operations of the cooperatives.	4.60	EG
3) The cooperative is governed by the manager who prepares monthly/quarterly/semi-annual/annual management reports.	4.50	VSG
Composite Mean	4.50	VSG

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Excellent governed (EG)
	3.51 – 4.50	Very satisfactorily governed (VSG)
	2.51 – 3.50	Satisfactorily governed (SG)
	1.51 – 2.50	Fairly governed (FG)
	1.00 – 1.50	Poorly governed (PG)

The table shows small multipurpose cooperatives who achieved very satisfactory governance from their managers with a mean score of 4.50. The day-to-day operations of small multipurpose cooperatives in Ilocos Norte benefit from effective oversight by managers who provide general direction and supervision along with management and administrative control. Managers must execute approved plans and programs while making sure all administrative and regulatory requirements are met and performing additional duties specified in RA 9520 together with the Articles of Cooperation and the Bylaws. The governance at its best level was shown by the indicator that the manager keeps and maintains board resolution files which received a top score of 4.60 while the minimum score of 4.40 for excellent governance was recorded for the indicator that the manager holds appointment papers. The small multipurpose cooperatives located in Ilocos Norte follow the guidelines established in Rule 7, Section 4.9 of the rules that implement certain provisions of RA 9520. The general manager manages daily operations and supervises departments while developing the Cooperative's annual and medium-term plans and ensuring regulatory compliance, alongside executing additional duties outlined in the bylaws or approved by the general assembly.

Table 16. Level of Management of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of Organizational Structure

Indicators	Small MPCs (n=139)	
	Mean	DI
1) The cooperative is managed as guided by the organizational chart.	4.50	VSM
2) The cooperative is managed as guided by a functional chart.	4.25	VSM
3) The cooperative is managed by following functional statements for each unit, departments, and sections.	4.04	VSM
Composite Mean	4.26	VSM

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Excellent managed (EM)
		Very satisfactorily managed (VSM)

3.51 – 4.50	Satisfactorily managed (SM)
2.51 – 3.50	Fairly managed (FM)
1.51 – 2.50	Poorly managed (PM)
1.00 – 1.50	

The table results show that small multipurpose cooperatives demonstrated very satisfactory management of organizational structure which is confirmed by their composite mean score of 4.26. Small multipurpose cooperatives in Ilocos Norte operate effectively by matching their organizational and functional charts with their functional statements. By providing clear organizational and functional charts together with detailed functional statements, each cooperative section member can communicate better and understand their authority and responsibilities while reporting procedures improve. Current research contradicts Bitonio's (2016) assertion that cooperatives either do not possess organizational structures or do not adhere to Memorandum Circular 2011-07 (Cooperative Development Authority, 2011) on Organizational Structures of Cooperatives under RA 9520. The research reveals that small and micro multipurpose cooperatives in Ilocos Norte understand the necessity of well-defined organizational and functional charts which ensure their adherence to the Cooperative Development Authority's Memorandum Circular 2011-07 guidelines. The findings confirm Friend's (2018) position that organizational structures create a clear hierarchy and define job functions and reporting relationships which allow organizations to operate efficiently and support growth with the organizational chart serving as a practical demonstration.

Table 17. Level of Management of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of Systems and Procedures

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is managed as manifested by having a complete book of accounts.	4.61	EM
2) The cooperative is managed because of having updated records.	4.67	EM
a) Cash	4.63	EM
b) Current and Saving Accounts (CASA)	4.60	EM
c) Accounting system	4.48	VSM
d) Bond of accountable officer	4.49	VSM
e) Record preservation (maintenance and disposal or archiving plan)	4.24	VSM
f) Continuity or contingency plan	4.29	VSM
a) Business Operations Manual	4.43	VSM
b) Accounting Manual	4.37	VSM
c) Code of Governance and Ethical Standards	4.49	VSM
d) Personnel Policy Manual	4.41	VSM
e) Election Guidelines	4.50	VSM
f) Audit Manual	4.36	VSM
Composite Mean	4.47	VSM

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Excellent managed (EM)
	3.51 – 4.50	Very satisfactorily managed (VSM)
	2.51 – 3.50	Satisfactorily managed (SM)
	1.51 – 2.50	Fairly managed (FM)
	1.00 – 1.50	Poorly managed (PM)

The management of small multipurpose cooperatives met high satisfaction standards regarding systems and procedures which produced a composite mean score of 4.47. These cooperatives have developed strong operational policies which guide their functioning. Efficient operations and consistent decision-making result from systems and procedures that are precisely defined. The cooperative systems create clearly defined roles for personnel which results in better task execution because members understand their responsibilities. Through effective systems and procedures the cooperative achieves seamless management of interrelated components which helps fulfill essential objectives including product and service quality operational effectiveness

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and strong financial social performance. The cooperative leadership receives support through clearly defined expectations for each member's role which outlines how they will meet organizational goals. The best performance score of 4.67 meaning "excellently managed" was achieved for updating records while the weakest performance score of 4.24 meaning "very satisfactorily managed" was registered for implementing internal controls in record preservation including maintenance and archiving plans. The International Organization for Standardization (n.d.) describes management systems as frameworks that coordinate organizational functions to accomplish goals including product quality and operational efficiency while enhancing environmental performance and workplace safety. Strong leadership stands out as essential for establishing precise expectations and ensuring employees work towards achieving cooperative objectives.

Table 18. Level of Management of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of Human Resource Records

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is managed in terms of human resources that have contract or certificates of employment.	3.91	VSM
2) The cooperative is managed through the human resource unit that maintains a personnel file.	3.98	VSM
Composite Mean	3.95	VSM

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Excellently managed (EM)
	3.51 – 4.50	Very satisfactorily managed (VSM)
	2.51 – 3.50	Satisfactorily managed (SM)
	1.51 – 2.50	Fairly managed (FM)
	1.00 – 1.50	Poorly managed (PM)

The management of human resource records in small multipurpose cooperatives proved very satisfactory based on their composite mean score of 3.95. The cooperatives of Ilocos Norte demonstrate effective management of crucial personnel data like knowledge and skills enabling strategic development opportunities. A well-organized human resource record system enables cooperatives to detect personnel skill gaps and supports the creation of specific training development programs. The cooperative's human resource department which manages personnel files received the highest rating with a mean of 3.89 signifying "very satisfactorily managed" among the indicators. The cooperatives demonstrate their dedication to maintaining detailed and current personnel records which are essential for successful human resource management.

Table 19. Level of Management of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of Performance Evaluation

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is managed through the presence of standards of measurement to evaluate the performance of the management staff.	3.95	VSM
2) The cooperative is managed through the conduct of performance evaluation to all management staff of the cooperative.	3.86	VSM
Composite Mean	3.91	VSM

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Excellently managed (EM)
	3.51 – 4.50	Very satisfactorily managed (VSM)
	2.51 – 3.50	Satisfactorily managed (SM)
	1.51 – 2.50	Fairly managed (FM)
	1.00 – 1.50	Poorly managed (PM)

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The management of small multipurpose cooperatives demonstrated satisfactory performance evaluation results according to their mean score of 3.91. The performance monitoring process of micro and small multipurpose cooperatives demonstrates their effective employee evaluation which leads to ongoing development and improvement. Cooperatives highly regard performance evaluation because it establishes clear responsibilities and functions while simultaneously motivating employees to achieve optimal performance. Through performance evaluations cooperative members can pinpoint their strengths that need sustaining as well as improvement areas and training needs to boost their knowledge and abilities which serves the cooperative's advantage. The presence of clear performance measurement standards for management staff evaluation indicated that the cooperative achieved the highest mean of 3.95 and was described as "very satisfactorily managed." The cooperative demonstrates its commitment to systematic performance evaluations which support the development of both individual members and the organization.

Table 20. Level of Management of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of Compensation and Benefits

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is managed through the presence of salary scaling program.	3.65	VSM
2) The cooperative is managed through the presence of incentive and reward programs.	3.70	VSM
3) The cooperative is managed through the presence of retirement plans, programs, or packages.	3.64	VSM
Composite Mean	3.66	VSM

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Excellently managed (EM)
	3.51 – 4.50	Very satisfactorily managed (VSM)
	2.51 – 3.50	Satisfactorily managed (SM)
	1.51 – 2.50	Fairly managed (FM)
	1.00 – 1.50	Poorly managed (PM)

Small multipurpose cooperatives demonstrated excellent management concerning employee compensation and benefits according to their composite mean score of 3.66. The findings show that employees of small multipurpose cooperatives receive sufficient compensation and benefits. When employees receive the right compensation and benefits, they become more motivated and loyal, which results in higher productivity. The retention of skilled employees is maintained through these initiatives which also drive cooperative development and progress. The measurement for the existence of incentive and reward programs achieved the top score of 3.70 which indicates "very satisfactorily managed," demonstrating how cooperatives excel at employee recognition. While the evaluation of retirement plans received the lowest rating at 3.64 it remains within the "very satisfactorily managed" range yet indicates possible enhancements for employee financial security in the long term.

Table 21. Level of Management of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of Career Development

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is managed by having capability building programs for the management staff.	3.89	VSM
2) The cooperative is managed by providing scholarship programs for the management staff to increase their knowledge and enhance their capabilities in operating the cooperative.	3.53	VSM
3) The cooperative is managed by having immersion programs with other cooperatives and business entities to increase knowledge and enhance the capabilities of the management staff.	3.70	VSM
Composite Mean	3.71	VSM

Legend:	Mean	Descriptive Interpretation (DI)
d:	Values	
	4.51 – 5.00	Excellently managed (EM)
	3.51 – 4.50	Very satisfactorily managed (VSM)
	2.51 – 3.50	Satisfactorily managed (SM)
	1.51 – 2.50	Fairly managed (FM)
	1.00 – 1.50	Poorly managed (PM)

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The small multipurpose cooperatives achieved satisfactory management outcomes for career development which demonstrated itself through a composite mean score of 3.71. The small multipurpose cooperatives in Ilocos Norte provide important avenues for employee growth and development. Development investment for cooperative staff results in enhanced skills, knowledge and improved motivation which helps decrease turnover and support long-term retention. The strategic use of career development programs helps close existing skills and knowledge gaps within cooperatives. The indicator that measured the execution of capability-building programs for management staff obtained the highest average score of 3.89, which was rated as "very satisfactorily managed." The provision of scholarship programs for management staff development received the lowest mean score of 3.53 yet remains within the "very satisfactorily managed" classification. Career development initiatives could benefit from enhanced focus in this specific area.

Table 22. Level of Management of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of Compliance with Government Requirements

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is managed by obtaining a Certificate of Compliance from the Cooperative Development Authority (CDA).	4.72	EM
2) The cooperative is managed by obtaining a Certificate of Tax Exemption from the Bureau of Internal Revenue (BIR)	4.28	VSM
3) The cooperative is managed by having SSS registration.	4.18	VSM
4) The cooperative is managed by having PhilHealth registration.	4.26	VSM
5) The cooperative is managed by having PAG-IBIG registration.	4.09	VSM
6) The cooperative is managed by having a Certificate of Exemption or pursuant to DO 174 Series of 2017 by the Department of Labor and Employment.	3.75	VSM
7) The cooperative is managed by securing a business permit from the local government unit (LGU).	4.44	VSM
8) The cooperative is managed by securing other documents and certificates necessary for the operation of the cooperative.	4.47	VSM
Composite Mean	4.27	VSM

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Excellently managed (EM)
	3.51 – 4.50	Very satisfactorily managed (VSM)
	2.51 – 3.50	Satisfactorily managed (SM)
	1.51 – 2.50	Fairly managed (FM)
	1.00 – 1.50	Poorly managed (PM)

The performance of small multipurpose cooperatives in meeting government requirements reached satisfactory levels according to their mean score of 4.27. The small multipurpose cooperatives maintain their legitimate status through constant adherence to necessary laws and regulations. The process of meeting regulatory requirements protects cooperatives' business operations while allowing them to obtain essential certifications and documents required for legal business activities. The cooperatives have demonstrated substantial dedication to understanding and fulfilling all relevant legal requirements. The cooperative obtained the Certificate of Compliance from the Cooperative Development Authority which resulted in the highest mean score of 4.72 and received an "excellently managed" description. The cooperative obtained a very satisfactory rating for its management of the Certificate of Exemption or compliance with DO 174 Series of 2017 from the Department of Labor and Employment but achieved the lowest mean score of 3.75. The cooperative compliance processes need enhancement based on the current findings.

Table 23. Overall Level of Management of the Small Multipurpose Cooperatives in the Province of Ilocos Norte, Philippines

Factors of Management	Small MPCs	
	Mean	DI
1) Organizational Structure	4.26	VSM
2) System and Procedures	4.47	VSM

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Factors of Management	Small MPCs	
	Mean	DI
3) Human Resource Records	3.95	VSM
4) Performance Evaluation	3.91	VSM
5) Compensation and Benefits	3.66	VSM
6) Career Development	3.71	VSM
7) Compliance with Government Requirements	4.27	VSM
Overall Mean	4.03	VSM

Legend:	Mean Values	Descriptive Interpretation (DI)
	4.51 – 5.00	Excellent managed (EM)
	3.51 – 4.50	Very satisfactorily managed (VSM)
	2.51 – 3.50	Satisfactorily managed (SM)
	1.51 – 2.50	Fairly managed (FM)
	1.00 – 1.50	Poorly managed (PM)

The findings reveal that strong cooperative management leads directly to improved performance results. Cooperatives can optimize their operations through the establishment of clear strategies and actionable plans while efficiently utilizing resources to reduce operational costs and continuously monitor business activities. When cooperatives implement these practices, their efficiency improves, leading to better performance and success.

Table 24. Extent of Influence of the Political-legal Environment to the Operations and Business Activities of the Small Multipurpose Cooperatives in the Province of Ilocos Norte, Philippines

Indicators	Small MPCs	
	Mean	DI
1) The following laws and policies influence the operations and business activities of the cooperative:		
a) RA 9520: Philippine Cooperative Code of 2008	4.27	VI
b) 1987 Philippine Constitution	4.05	VI
c) RA 6939: Act creating the Cooperative Development Authority	4.31	VI
d) RA 6657: Comprehensive Agrarian Reform Law	3.45	SWI
e) RA 9700: Comprehensive Agrarian Reform Program (CARP) Extension and Reform	3.43	SWI
f) RA 7160: Local Government Code	3.86	VI
g) RA 8435: Agriculture and Fisheries Modernization Act	3.43	SWI
h) RA 7607: Magna Carta of Small Farmers	3.50	SWI
i) RA 9510: Credit Information Systems Act	3.53	VI
j) RA 8424: Tax Reform Act	3.89	VI
2) Trade restrictions and tariffs affect the operation of the cooperative.	3.45	SWI
3) The political stability of the area affects the operation of the cooperative.	3.63	VI
4) Ease of organizing, registering, and operating a cooperative.	3.69	VI
5) There is a crime-free political environment where the cooperative is operating.	3.95	VI
6) There is government support (marketing, financial, and technological) available for the cooperative.	3.81	VI
7) Financial institutions (e.g. Land Bank of the Philippines, Development Bank of the Philippines, Cooperative Bank of Ilocos Norte) provide financial assistance to the cooperatives.	3.41	SWI
8) Educational institutions provide assistance to the cooperatives by providing education and training, skill, and knowledge transfer.	3.60	VI
9) The local government unit provides support and assistance to the cooperative.	3.76	VI
10) Non-government and people's organization provide support and assistance to the cooperative.	3.55	VI
Composite Mean	3.71	VI

Legen	Mean	Descriptive Interpretation (DI)
d:	Values	Extremely influential (EI)

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Indicators	Small MPCs	
	Mean	DI
4.51 – 5.00	Very Influential (VI)	
3.51 – 4.50	Somewhat Influential (SWI)	
2.51 – 3.50	Slightly Influential (SI)	
1.51 – 2.50	Not at all Influential (NI)	
1.00 – 1.50		

The political-legal environment greatly influenced small multipurpose cooperatives which showed a composite mean score of 3.71. The small multipurpose cooperatives in Ilocos Norte maintain a thorough understanding of the government laws and regulations that govern their activities. The cooperatives have shown they can adapt to and follow all relevant legal requirements that affect their business operations. The micro and small multipurpose cooperatives have successfully evaluated legislative effects on their business activities to maintain operational compliance and awareness. The indicator signifying RA 6939 which established the Cooperative Development Authority recorded the highest mean influence score of 4.31 while financial institutions including Land Bank of the Philippines, Development Bank of the Philippines and Cooperative Bank of Ilocos Norte offering financial support to cooperatives registered the lowest mean influence score of 3.41.

Table 25. Extent of Influence of the Economic Environment to the Operations and Business Activities of the Small Multipurpose Cooperatives in the Province of Ilocos Norte, Philippines

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is influenced by competition with other business entities caused to loss of members patronizing the cooperative's products and services.	3.15	SWI
2) The cooperative is influenced by competition with other business entities which leads to decline in the delivery of products and services to members and non-members.	3.08	SWI
3) The cooperative is influenced by competition with other business entities caused pressure to the cooperative to go for higher prices of products and services.	2.95	SWI
Composite Mean	3.06	SWI

Legend: Mean Descriptive Interpretation (DI)

Values	Extremely influential (EI)
4.51 – 5.00	Very Influential (VI)
3.51 – 4.50	Somewhat Influential (SWI)
2.51 – 3.50	Slightly Influential (SI)
1.51 – 2.50	Not at all Influential (NI)
1.00 – 1.50	

The economic environment showed some influence on small multipurpose cooperatives which is demonstrated by the composite mean value of 3.06. The study indicates that the operations of small multipurpose cooperatives in Ilocos Norte remain unaffected by changes in the economic environment. The members of cooperatives along with consumers and other business partners persist in buying cooperatives' products and services even though economic conditions change such as variations in goods and services pricing and consumer purchasing power and spending habits. The indicator measuring the cooperative's exposure to competition from other business entities received the highest mean score of 3.15 which translates to "somewhat influential" because of member loss from the cooperative's offerings. The measurement that demonstrated how competition with other business entities forced cooperatives to raise their product and service prices received the lowest mean score of 2.95 but remained classified as "somewhat influential."

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Table 26. Extent of Influence of the Technological Environment to the Operations and Business Activities of the Small Multipurpose Cooperatives in the Province of Ilocos Norte, Philippines

Indicators	Small MPCs	
	Mean	DI
1) The cooperative is influenced by information technology exposure that improves the performance of the cooperative.	3.70	VI
2) The cooperative is influenced by information technology that is highly efficient to improve the performance of the cooperative.	3.68	VI
3) The cooperative is influenced by information technology that increases the level of economic activity of the cooperative.	3.63	VI
4) The cooperative is influenced by information technology that enhances cooperative operations in terms of quick product and service delivery.	3.66	VI
5) The cooperative is influenced by information technology exposure that increases the level of cooperative patronage.	3.66	VI
6) The cooperative is influenced by information technology exposure that has positive effect on the management efficiency of the cooperative.	3.71	VI
Composite Mean	3.67	VI

Legend: Mean Descriptive Interpretation (DI)

Values	
4.51 – 5.00	Extremely influential (EI)
3.51 – 4.50	Very Influential (VI)
2.51 – 3.50	Somewhat Influential (SWI)
1.51 – 2.50	Slightly Influential (SI)
1.00 – 1.50	Not at all Influential (NI)

The technological environment showed a strong influence on small multipurpose cooperatives operations and business activities with a composite mean of 3.67. Small multipurpose cooperatives in Ilocos Norte have successfully adopted existing technologies to improve their operational processes and deliver products and services to their consumer base and business partners. Due to wireless communication tools like mobile phones and smartphones combined with widespread internet connections and social media access cooperatives can now access their markets faster and more efficiently. The highest mean score of 3.71 emerged from the indicator measuring a cooperative's information technology exposure and its beneficial effect on management efficiency which has been described as "very influential." The mean score of 3.63 for the indicator measuring information technology's influence on cooperative economic activity fell into the "very influential" category. Technology plays a significant role in boosting management and economic performance but has a marginally less strong impact on economic activity.

Table 27. Overall Extent of Influence of the External Environment to the Small Multipurpose Cooperatives in the Province of Ilocos Norte, Philippines

Factors of External Environment	Small MPCs	
	Mean	DI
1) Political-legal environment	3.71	VI
2) Economic environment	3.06	SWI
3) Technological environment	3.67	VI
Overall Mean	3.48	SWI

Legend: Mean Descriptive Interpretation (DI)

Values	
4.51 – 5.00	Extremely influential (EI)
3.51 – 4.50	Very Influential (VI)
2.51 – 3.50	Somewhat Influential (SWI)
1.51 – 2.50	Slightly Influential (SI)
1.00 – 1.50	Not at all Influential (NI)

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Small multipurpose cooperatives experienced moderate external environmental influences with an average score of 3.48. The political-legal environment demonstrated a mean score of 3.71 while the technological environment showed a mean score of 3.61 which both received the classification of very influential when it came to their impact on cooperatives' operational performance. The economic environment received a moderate influence rating with an average score of 3.06. Cooperatives must adjust to external environmental changes because their long-term survival depends on their ability to respond to these uncontrollable factors.

Table 28. Social Performance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of the Organization

Indicators	Small MPCs	
	Mean	DI
1) The cooperative performs as guided by the vision, mission and goals that clearly define the social responsibility of the cooperative.	4.37	VGP
2) The cooperative performance guided by the vision, mission and goals that are duly approved by the general assembly.	4.50	VGP
3) The cooperative performs because of the presence of code of governance.	4.45	VGP
4) The cooperative performs due to the presence of the Code of Conduct and Ethical Standards.	4.42	VGP
5) The cooperative performs because all the key players in the cooperative are involved in the development of the Code of Governance and Ethical Standards	4.27	VGP
6) The cooperative performs because of having an approved feedback mechanism.	4.16	VGP
7) The cooperative performs because of the presence of mechanisms that gather feedback from members, officers, staff, and other people or institutions,	4.14	VGP
8) The cooperative performs because the feedback is acted upon.	4.14	VGP
Composite Mean	4.31	VGP

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Outstanding performance (OP)
	3.51 – 4.50	Very good performance (VGP)
	2.51 – 3.50	Good performance (GP)
	1.51 – 2.50	Fair performance (FP)
	1.00 – 1.50	Poor Performance (PP)

The small multipurpose cooperatives achieved very good social performance regarding organizational aspects with a composite mean score of 4.31. The small multipurpose cooperatives in Ilocos Norte show evidence that their members have fully integrated their mission, vision, and objectives which direct their growth path. A Code of Ethics and Standards establishes a clear roadmap which helps cooperatives reach their goals while maintaining ethical behavior throughout their business functions. The indicator, which reflected the cooperative functioning according to an approved vision and mission by the general assembly, reached the highest mean score of 4.50 and received a very good performance rating. The indicators for mechanisms to gather feedback from members, officers, staff and other stakeholders and to act upon this feedback received the lowest mean score of 4.14 yet remained under the very good performance category.

Table 29. Social Performance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of Membership

Indicators	Small MPCs	
	Mean	DI
1) The cooperative performs because the members patronize the services of the cooperative (as of June 2018).	4.43	VGP
2) The cooperative performs because there is an increase in the number of existing members with additional share (as of June 2018).	4.23	VGP
3) The cooperative performs because there is an increase in the amount of share capital (as of June 2018).	4.19	VGP

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Indicators	Small MPCs	
	Mean	DI
4) The cooperative performs because there is an increase in number of existing members with increased deposits (as of June 2018)	4.09	VGP
5) The cooperative performs because there is an increase in the deposits of the members (as of June 2018).	4.17	VGP
6) The cooperative performs because there is an upliftment of the lives of the members (as of June 2018).	4.20	VGP
7) The cooperative performs because they have access to information via telecommunication, bulletin, flyers, website/social media network, membership meetings about the cooperative and its endeavors.	4.03	VGP
8) The cooperative performs because the members are participating in the election of officers and approves the Development Plan and Budget during general assembly meetings.	4.26	VGP
9) The cooperative performs because the members attend membership meetings, consultations, or fora.	4.23	VGP
10) The cooperative performs because the members participate in membership events such as tree planting, medical missions, or other endeavors.	4.11	VGP
11) The cooperative performs because of easy airing of ideas, feedback, and opinions by the members.	4.03	VGP
12) The cooperative performs because the members are satisfied with the actions made on their feedback.	4.00	VGP
13) The cooperative performs because members are satisfied with the services of the cooperative.	4.16	VGP
14) The cooperative performs because members are benefiting from the social benefit programs of the cooperative.	4.08	VGP
15) The cooperative performs because there is a provision for continuing education for members.	4.05	VGP
16) The cooperative performs because there is a presence of leadership programs for cooperative officers.	4.14	VGP
17) The cooperative performs because there is mandatory training for cooperative members conducted.	4.14	VGP
Composite Mean	4.15	VGP

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Outstanding performance (OP)
	3.51 – 4.50	Very good performance (VGP)
	2.51 – 3.50	Good performance (GP)
	1.51 – 2.50	Fair Performance (FP)
	1.00 – 1.50	Poor Performance (PP)

The social performance of small multipurpose cooperatives proved excellent in membership aspects which showed through their composite mean score of 4.15. Members participated dynamically in their cooperatives by engaging in economic functions and governance activities while supporting products and services and taking part in decision-making and community projects. This level of member engagement demonstrates their profound dedication and personal investment in their cooperative success. Members patronizing the cooperative's services achieved the highest mean score of 4.43 which was categorized as "very good performance" in June 2018. The indicator measuring member satisfaction with feedback response received the lowest mean score of 4.00 yet maintained a "very good performance" classification. The results adhere to the cooperative guidelines from RA 9520 which emphasize voluntary membership access alongside democratic governance by members and their economic contributions. The study confirms Estanislao-Alconel's (2016) conclusion that the success of multipurpose cooperatives depends significantly on member support.

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Table 30. Social Performance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of Employees and Staff

Indicators	Small MPCs	
	Mean	DI
1) The cooperative performs because the employees and staff receive the standard salary prevailing within the locality.	3.65	VGP
2) The cooperative performs because the employees and staff have benefits prescribed by labor standards such as Pag-ibig, SSS, retirement, and PhilHealth.	3.72	VGP
3) The cooperative performs because the employees and staff receive monetary benefits such as leave credits that are convertible to cash, performance bonus, mid- and year-end bonuses, and other cash incentives.	3.60	VGP
4) The cooperative performs because the employees and staff receive non-monetary benefits such as rice subsidy, uniform allowance, and other benefits not prescribed by labor standards.	3.48	GP
5) The cooperative performs because there is a presence of employee support programs such as employee development programs, insurance protection, grievance mechanism, awards and recognition and others.	3.54	VGP
6) The cooperative performs because there is the presence of adequate logistical support and conducive working environment for the employees and staff.	3.61	VGP
Composite Mean	3.60	VGP

Legend: Mean Values Descriptive Interpretation (DI)

4.51 – 5.00	Outstanding performance (OP)
3.51 – 4.50	Very good performance (VGP)
2.51 – 3.50	Good performance (GP)
1.51 – 2.50	Fair performance (FP)
1.00 – 1.50	Poor Performance (PP)

The small multipurpose cooperatives demonstrated exceptional social performance towards their employees and staff, which is represented by their composite mean score of 3.60. The cooperatives in Ilocos Norte demonstrated adherence to labor requirements through their provision of legal salaries and benefits that included Pag-IBIG, SSS, retirement packages, and PhilHealth contributions. The cooperatives provided additional non-monetary benefits along with employee support programs and logistical provisions while creating a supportive work environment to improve productivity and employee well-being. The indicator measuring adherence to labor-standard benefits received the highest average score of 3.72 which translates to a "very good performance" evaluation. Non-monetary support like rice subsidies and uniform allowances delivered by companies generated the lowest mean score of 3.48 which represented "good performance." These findings demonstrate how cooperatives prioritize employee well-being and view their workforce as essential to achieving organizational success.

Table 31. Social Performance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of Cooperation Among Cooperatives

Indicators	Small MPCs	
	Mean	DI
1) The cooperative performs because it is affiliated to a federation or union.	4.16	VGP
2) The cooperative performs by supporting the federation or union by providing financial and/or non-financial contributions.	4.15	VGP
3) The cooperative performs because it remits the Cooperative Education Training Fund (CETF) due to the federation or union.	3.95	VGP
4) The cooperative performs because of partnership with other cooperatives, businesses, and non-business entities.	4.07	VGP
Composite Mean	4.08	VGP

Legend: Mean Values	Descriptive Interpretation (DI)
	Outstanding performance (OP)
	Very good performance (VGP)

4.51	–	Good performance (GP)
5.00		Fair performance (FP)
3.51	–	Poor Performance (PP)
4.50		
2.51	–	
3.50		
1.51	–	
2.50		
1.00	–	
1.50		

Small multipurpose cooperatives showed strong social performance based on cooperative interactions which resulted in a composite mean value of 4.08. The cooperatives in Ilocos Norte created effective connections with local, regional, and national cooperative organizations which led to an enhancement of their abilities and impact. Through their financial and non-financial support to federations and unions small multipurpose cooperatives show their dedication to cooperative growth and shared empowerment. The highest mean score of 4.16 which signifies "very good performance" emerged from the indicator that demonstrated association with a federation or union as evidence of a forward-thinking stance towards joint development. The indicator measuring how the Cooperative Education and Training Fund (CETF) is remitted to federations or unions received a mean score of 3.95, which signifies "very good performance". The research findings demonstrate the cooperative principle of "cooperation among cooperatives" which suggests that cooperatives most effectively serve their members and advance their cause through collaboration on local, regional, national and international levels.

Table 32. Social Performance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of Community and Nation

Indicators	Small MPCs	
	Mean	DI
1) The cooperative performs because of having approved projects and programs for the following:		
a) Peace and order	3.81	VGP
b) Eradication of extreme poverty and hunger	3.77	VGP
c) Achievement of universal primary education	3.63	VGP
d) Promotion of gender equality and empowering the members	3.79	VGP
e) Culture, tradition, and history (patriotism, love of country, and other positive Filipino traits)	3.86	VGP
f) Sports program	3.29	GP
g) Public issues	3.56	VGP
h) Reducing child mortality	3.54	VGP
i) Improvement of maternal health	3.62	VGP
j) Health and sanitation	3.87	VGP
k) Combating HIV/AIDS, dengue, malaria, and other diseases.	3.45	GP
l) Ensuring environmental sustainability	3.81	VGP
m) Forging global partnership for development.	3.65	VGP
n) Youth development program	3.69	VGP
2) The cooperative performs because of the presence of responsiveness to gender, elderly, youth, and persons with special needs through policies and programs.	3.64	VGP
3) The cooperative performs because of conducting community outreach activities.	3.87	VGP
Composite Mean	3.68	VGP

Legend:	Mean	Descriptive Interpretation (DI)
	Values	
	4.51 – 5.00	Outstanding performance (OP)
	3.51 – 4.50	Very good performance (VGP)
	2.51 – 3.50	Good performance (GP)
	1.51 – 2.50	Fair performance (FP)
	1.00 – 1.50	Poor Performance (PP)

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The small multipurpose cooperatives demonstrated excellent social performance through their community and national contributions supported by the composite mean of 3.68. The micro and small multipurpose cooperatives in Ilocos Norte demonstrate active participation in community development through multiple sanctioned programs and projects targeting significant societal challenges. The initiatives cover multiple areas such as peace and order maintenance, poverty and hunger eradication strategies, primary education promotion activities, gender equality and empowerment programs, cultural and sports activities promotion, health and sanitation projects, environmental sustainability efforts, global partnership development activities, youth engagement programs, and outreach services. The cooperative received the highest average score of 3.87 which signifies "very good performance" for their health and sanitation programs as they demonstrate responsiveness to essential community requirements. The performance of sports-related programs reached its lowest mean score of 3.29 and was classified as "good performance," indicating potential areas for development in this sector. The results confirm that cooperatives adhere to the "Concern for Community" principle from RA 9520 by following member-approved policies to drive sustainable community development. The study findings reinforce the conclusions drawn by Milagres et al. (2014) that cooperatives contribute to their members' economic and social welfare while promoting civic participation and enhancing community life quality. Cooperatives create sustainable local development and build stronger community relationships by participating in public policy initiatives and developing partnerships with local organizations.

Table 33. Social Performance of the Small Multipurpose Cooperatives in the Province of Ilocos Norte in Terms of Network, Alliances and Linkages

Indicators	Small MPCs	
	Mean	DI
1) The cooperative performs because of having collaborative projects and programs with the following:		
a) Non-government organizations (NGOs)	3.90	VGP
b) Private Voluntary Organization (PVO)	3.53	VGP
c) Cooperative Development Council (CDC)	3.90	VGP
d) Local Government Units (LGU)	4.13	VGP
e) Government Organizations (GOs)	3.83	VGP
f) Business Organizations	3.86	VGP
g) Individuals	3.75	VGP
2) The cooperative performs because of being accredited by local planning bodies such as:		
a) Barangay	3.94	VGP
b) Municipal/City	4.09	VGP
c) Provincial	3.90	VGP
d) Regional	3.68	VGP
e) National	3.65	VGP
Composite Mean	3.85	VGP

Legend:	Mean	Descriptive Interpretation (DI)
	Values	Outstanding performance (OP)
	4.51 – 5.00	Very good performance (VGP)
	3.51 – 4.50	Good performance (GP)
	2.51 – 3.50	Fair performance (FP)
	1.51 – 2.50	Poor Performance (PP)
	1.00 – 1.50	

Small multipurpose cooperatives achieved excellent social performance scores for their networks, alliances, and linkages based on the obtained mean of 3.85. Small multipurpose cooperatives in Ilocos Norte established successful collaborative relationships with multiple stakeholders such as non-government organizations, private voluntary organizations, local government units (LGUs), government agencies together with business organizations and individuals. Through their partnerships the cooperatives managed to launch collaborative projects and programs which benefit cooperative growth and community enhancement. The cooperatives have obtained necessary accreditation from appropriate accrediting organizations which enhance their trustworthiness and broaden their operational scope. The cooperative reached its highest mean score of 4.13 which signifies

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“very good performance” through its collaborative projects and programs with local government units (LGUs). The lowest average score of 3.53 received the designation of “very good performance” from cooperative work with private voluntary organizations. The findings demonstrate how cooperatives actively work to build strong connections while enhancing the value of organizational partnerships to promote sustainable development.

Table 34. Social Performance of the Small Multipurpose in Terms of Development Fund Utilization

Indicator	Small MPCs	
	Mean	DI
1) The cooperative performs because the Cooperative Development Fund is utilized for its intended purpose.	4.14	VGP

The single indicator shows that small multipurpose cooperatives performed excellently socially through efficient development fund utilization with a mean score of 4.14. Micro and small multipurpose cooperatives across Ilocos Norte demonstrate an understanding of appropriate fund allocation through their development fund usage. These cooperatives demonstrate their dedication to financial management by understanding that their development funds should support valuable community improvement projects. These cooperatives promote social advancement and sustainable local development through their development fund management which matches community development objectives.

Table 35. Activities and Projects for the Utilization of the Development Funds of the Small Multipurpose Cooperatives in the Province of Ilocos Norte

Activities/Projects	Small MPCs	
	Frequency*	Rank
1) Clean & green and tree planting activities	68	1
2) Sponsorship to festivities	60	2
3) Disaster preparedness program	40	3
4) Medical mission	12	4
5) Scholarship programs and projects	6	5.5
6) Feeding programs	6	5.5

*-multiple response

Small multipurpose cooperatives allocate their development funds primarily for clean and green initiatives and tree planting activities which both hold the top ranking. Sponsorships to local festivities obtained the second rank followed by disaster preparedness initiatives which received third rank and medical missions which came in fourth. Scholarship programs together with feeding programs ranked fifth and were the least prioritized in development fund usage. The distribution shows cooperatives prioritize environmental sustainability and community engagement through public events and emergency preparedness efforts but give less importance to educational and nutritional assistance programs.

Table 36. Overall Social Performance of the Small Multipurpose in the Province of Ilocos Norte, Philippines

Factors of Social Performance	Small MPCs	
	Mean	DI
1) Organization	4.31	VGP
1) Membership	4.15	VGP
2) Employees and Staff	3.60	VGP
3) Cooperation among Cooperatives	4.08	VGP
4) Community and Nation	3.68	VGP
5) Network, Alliances and Linkages	3.85	VGP
6) Development Fund Utilization	4.14	VGP
Overall Mean	3.97	VGP

Legend: **Mean** **Descriptive Interpretation (DI)**
 Values Outstanding performance (OP)
 4.51 – 5.00 Very good performance (VGP)

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Factors of Social Performance	Small MPCs	
	Mean	DI
3.51 – 4.50	Good performance (GP)	
2.51 – 3.50	Fair performance (FP)	
1.51 – 2.50	Poor Performance (PP)	
1.00 – 1.50		

The social performance of small multipurpose cooperatives in Ilocos Norte was very good according to their overall composite mean score of 3.97. The cooperatives in Ilocos Norte showed effective implementation of their mission through social initiatives that fulfill community development and social requirements. Every evaluated indicator attained a “very good performance” rating with composite mean scores between 3.60 and 4.31. The organizational aspect achieved the highest rating, which demonstrates strong internal alignment and adherence to cooperative values, yet the employees and staff dimension received the lowest but still commendable rating indicating potential for improvement in social performance delivery.

Table 37. Financial Performance of the Small Multipurpose in the Province of Ilocos Norte, Philippines

Factors of Financial Performance	Small MPCs	
	Mean	DI
1) Profitability	2.77	MP
2) Asset Efficiency	1.81	LE
3) Operational Strength	3.29	S
Overall Financial Performance	2.62	S

Legend:	Mean	Profitability	Asset Efficiency	Operational	Financial Performance
	Values	Very high profitable	Very high efficiency	Strength	Exceptional (E)
	4.00 – 5.00	(VHP)	(VHE)	Very Strong (VS)	Very satisfactory (VS)
	3.00 – 3.99	Highly profitable (HP)	High efficiency (HE)	Strong (S)	Satisfactory (S)
	2.00 – 2.99	Moderately profitable	Moderate efficiency	Moderate (M)	Weak (W)
	1.00 – 1.99	(MP)	(ME)	Weak (W)	Poor (P)
	0.01 – 0.99	Slightly profitable (SP)	Low efficiency (LE)	Very weak (VW)	Very poor (VP)
	0.00 &	Very slightly profitable	Very low efficiency	Worst (WT)	
	below	(VSP)	(VLE)		
		Not profitable (NP)	Not efficient (NE)		

The small multipurpose cooperatives in Ilocos Norte demonstrated satisfactory financial performance based on profitability, asset efficiency, and operational strength as shown by their overall mean score of 2.62. The cooperative operations achieved moderate profitability with an average score of 2.77, demonstrating their ability to produce surplus revenue while indicating potential for better revenue optimization and cost control. Asset efficiency displayed a concerning low level at a mean of 1.81 which indicates that cooperatives failed to effectively utilize their resources for profit generation and this inefficiency threatens their long-term financial expansion and operational growth potential. The cooperatives demonstrated robust operational strength which their mean score of 3.29 clearly reflected by showcasing their ability to sustain business operations and generate revenue using their resources. A solid operational foundation sets the groundwork for upcoming financial enhancements. The cooperatives demonstrate operational resilience yet require improved profitability and asset management through financial literacy programs alongside better investment planning and resource utilization for financial sustainability and success.

IV. CONCLUSION AND RECOMMENDATIONS

The small multipurpose cooperatives in Ilocos Norte possess high levels of intellectual capacity across structural, relational, and human capital dimensions, with structural capital scoring the highest, benefiting from well-established internal systems, strong external partnerships, and a competent workforce, which collectively enhance operational efficiency, service quality, and adaptability. Their governance performance is highly commendable across all key organizational structures and committees, with the general assembly exhibiting excellent participatory governance, and the board of directors, election, education, and gender and development committees consistently upholding transparency, strategic direction, and inclusivity.

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Treasurers and secretaries demonstrated strong financial and records management practices, while managers exhibited effective leadership in daily operations, ensuring sound oversight and regulatory compliance. The cooperatives also show very satisfactory management across key organizational domains, with strengths in systems and procedures, organizational structure, and regulatory compliance, enabling clear communication, defined responsibilities, and efficient task execution. While slightly lower ratings in employee compensation, benefits, and career development still contribute to employee motivation and retention, their compliance with government requirements highlights their commitment to sustainability. In terms of external influence, political-legal and technological environments exert the strongest impact, with cooperatives demonstrating solid understanding and compliance with relevant laws and regulations, and technological advancements significantly enhancing management efficiency and market accessibility. Their social performance reflects a strong commitment to cooperative principles and community development, with active member participation and ethical governance, though further investment in employee welfare and educational assistance would strengthen their social responsibility efforts. Financially, the cooperatives demonstrate moderate profitability and strong operational resilience but face challenges in asset efficiency, which underscores the need for improved resource utilization, financial literacy initiatives, better investment strategies, and more effective deployment of resources for long-term sustainability.

To strengthen the small multipurpose cooperatives in Ilocos Norte, it is recommended that they focus on enhancing resource utilization and asset management through improved tracking and financial literacy programs to address low asset efficiency. Additionally, cooperatives should invest in better employee welfare programs, including competitive compensation, career development opportunities, and enhanced benefits to improve staff retention and productivity. Governance performance can be further improved by providing ongoing education and training for committees, particularly the audit and ethics committees, to ensure continued adherence to best practices. Leveraging technology should remain a priority to increase management efficiency and market reach, with a focus on adopting innovative tools for communication and data management. Furthermore, cooperatives should invest more in employee welfare, educational assistance programs, and community-based projects to ensure holistic community engagement and social responsibility. Lastly, to improve financial performance, cooperatives must implement strategic financial planning, focusing on investment opportunities, diversified income streams, and regular financial audits for better decision-making and profitability. By addressing these areas, the cooperatives can enhance their overall performance, achieving sustainable growth, financial stability, and long-term social impact.

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