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CONTENTS

Sr. No.	TITLE & NAME OF THE AUTHOR (S)	Page No.
1.	MAPPING PROFITABILITY OF PUBLIC SECTOR ENTERPRISES WITH SPECIAL REFERENCE TO BHEL <i>DR. SATISH KUMAR & DR. MEGHA VIMAL GUPTA</i>	1
2.	INFLUENCE OF JOB SATISFACTION ON LIFE SATISFACTION AMONG IT PROFESSIONALS: A STUDY CONDUCTED IN FOUR CAPITAL CITIES OF SOUTH INDIA <i>PETER VARGHESE & DR. SUSAN CHIRAYATH</i>	9
3.	HUMAN RESOURCE MANAGEMENT IN RETAIL INDUSTRY WITH REFERENCE TO TRAINING IN RETAIL IN PMKVY AND UP GOVERNMENT SCHEME <i>VAISHALI CHOURASIA</i>	15
4.	WORKING CAPITAL EFFICIENCY: A CASE STUDY OF ASSOCIATED CEMENT COMPANY LIMITED INDIA <i>DR. V. MOHANRAJ</i>	21
5.	A STUDY ON EMPLOYEES PERSPECTIVE TOWARDS TRAINING PROGRAM <i>RASHMI S.B & DR. A. M. KADAKOL</i>	24
6.	GROWTH AND OPPORTUNITIES OF JUTE DIVERSIFIED PRODUCTS EXPORTS IN INDIA <i>DR. K. THIRIPURASUNDARI & P. RATHI</i>	26
7.	BABIES ARE OUR BUSINESS: PESTER POWER-THE CHOICE OF TODAY'S MARKETER <i>ALPANA AGRAWAL & DR. S. K. GUPTA</i>	31
8.	IMPACTS OF ORGANISED RETAILING ON UNORGANISED RETAILERS: A STUDY WITH REFERENCE TO TAMILNADU <i>N. VIJAYALAKSHMI & DR. K. SALEEM KHAN</i>	36
9.	SAVING AND INVESTMENT BEHAVIOUR OF INDIA AND CHINA: A COMPARATIVE STUDY <i>REKHA RANI, BALA DEVI & RAJESH GAHLAWAT</i>	40
10.	MUSLIM WOMEN AND EMPOWERMENT <i>PALLABI GOGOI</i>	43
11.	AN EVALUATIVE STUDY ON VARIOUS SERVICES OF GUWAHATI MUNICIPAL CORPORATION (GMC) FROM ETHICAL POINT OF VIEW <i>DR. ARABINDA DEBNATH & BANAJEETA SHARMA</i>	45
12.	ANALYSIS OF PERSONAL FACTORS INFLUENCING INVESTMENTS IN CAPITAL MARKET <i>K. CHITRADEVI</i>	52
13.	THE IMPACT OF ECONOMIC TRANSFORMATION PROGRAM (ETP) TOWARDS YOUTH IN MALAYSIA: GENERIC SKILLS <i>MOHAMMAD NOORIZZUDDIN NOOH, DR. SYADIYAH ABDUL SHUKOR, DR. KHAIRIL FAIZAL KHAIRI & DR. NURADLI RIDZWAN SHAH MOHD DALI</i>	54
14.	THE RELATIONSHIP BETWEEN PORTFOLIO PERFORMANCE AND ASSET ALLOCATION POLICY <i>MUKESH JINDAL</i>	57
15.	ANALYSIS OF DEMOCRATIC MANAGEMENT BY COOPERATIVE SOCIETIES CASE OF COOPERATIVE UNIONS IN EAST WOLLEGA ZONE, OROMIA, ETHIOPIA <i>ASFAW TEMESGEN BARI</i>	62
16.	A STUDY ON EMPLOYEE WELFARE MEASURES AT VST TILLERS TRACTORS LIMITED, BANGALORE <i>PUSHPA L</i>	68
17.	A STUDY FOR THE JOB SATISFACTION OF THE EMPLOYEES OF DINJAN ARMY CANTT (ARMY EMPLOYEES) <i>DR. NARENDRA KUMAR</i>	75
18.	QUALITY OF BUSINESS ENVIRONMENT IN INDIA: A CROSS-COUNTRY INVESTIGATION INTO SOUTH ASIAN ECONOMIES <i>ASIF KHAN</i>	79
19.	CONSUMER ATTITUDE TOWARDS THE MARKETING-MIX OF THE GREEN PRODUCTS <i>ARIF ANWAR & SUMAIRA JAN</i>	86
20.	E-COMMERCE: TRANSACTION SECURITY ISSUE AND CHALLENGES <i>GAUTAM KOHLI</i>	91
	REQUEST FOR FEEDBACK & DISCLAIMER	94

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ANALYSIS OF DEMOCRATIC MANAGEMENT BY COOPERATIVE SOCIETIES CASE OF COOPERATIVE UNIONS IN EAST WOLLEGA ZONE, OROMIA, ETHIOPIA

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ABSTRACT

As per international cooperative principles, cooperative societies are democratic in election, membership admission and operating business. This study was designed to analyze practice of democratic management by cooperative society: case of cooperative unions in East Wollega zones, Ethiopia. The study is explanatory and qualitative in nature and descriptive data analysis was used. The result of the research indicated that the cooperatives in the study area are practicing democratic management regarding free and voluntarily membership admission. Decisions by the cooperatives passed by majority votes, each members has free and equal vote and all members have equal opportunity in election. Concerning the accountability of members and leaders it is found that members are accountable to the bylaw of respective society as well as the elected leaders are accountable for members. Conversely the result indicates there was no regular general member meeting as per the respective bylaw. The office term of the board of directors are extended beyond the cooperative law of the country the paid professional management teams are dictating the board of director in decision making. Thus, it can be concluded that cooperative societies practicing democracy in membership admission, administering member meeting and in the area of member and freely and fairly elected leaders who are accountable for the members. However it is strongly recommend administering general assembly meeting regularly and professionals need to respect cooperative principles and bylaw to be accountable to board of directors to make the democratic management effective in cooperative unions.

KEYWORDS

democratic management, cooperatives, cooperative management.

INTRODUCTION

Cooperative history is going back to an ancient time that makes difficult to pinpoint the exact time of origin of cooperative however, the modern cooperative goes back to industrial revolution in the European countries (Tichami, 2007) with consumer cooperative by Rochdale Pioneers Equitable Society. This cooperative society is the first successful modern cooperative in the world which paved way for establishment and expansion of cooperative in the world. Since its origin, cooperative defined in different ways by different scholars based on the circumstance of the cooperative movement that has taken place in the different countries. The internationally accepted definition of cooperative was adopted by International Cooperative Alliance (ICA) (1995), "cooperative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise". This indicates that cooperative is voluntary autonomous organization established for addressing common needs of member. In order to meet members' interest, cooperatives are based on the basic values of self-help, self-responsibility, democracy, equality, equity, and solidarity; cooperative members believe in the ethical values of honesty, openness, social responsibility, and caring for others (Krishnaswami and Kulandaiswamy, 2000). The life and work of a cooperative business are governed by these cooperative values.

Cooperatives are distinct business organization for which it has guidelines for business operations. This guideline is known as cooperative principles formulated by ICA and believed to be applied by cooperative societies over the world. Such principles are voluntary and open membership; democratic member control; member economic participation; autonomous and independent; education, training and information; cooperation among cooperatives and concern for community (Zueli and Cropp, 2004).

These principles disclose that cooperatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. Cooperatives members have equal voting rights (one member, one vote) for passing decision in every aspect of cooperative affairs (Smith, 2004). Thus, cooperative business model is intended to practice participatory decision making to maintain the core principle of democratic control. This signifies that democratic member control is hallmark of cooperatives.

Cooperative is an enterprise based on the values of self-help equity in ownership and wealth distribution, equality of involvement, solidarity with people from all over the world, honesty in pursuit of objectives, openness about operations, and a balance between commercial trading, social responsibility and environmental care. Cooperative is attractive for it is caring for community beyond the members; democratically controlled value added or profits made by the business is partly used for social and environmental purposes and partly distributed back to members based on the value of equity. Thus cooperative is definitely contributed for socio-economic development of the community.

LITERATURE REVIEW

Provided that cooperatives are community-based business organizations, they respond to the social challenges of their communities. Besides, cooperative movement has tools of invaluable scope and effectiveness for improving the social, economic and cultural conditions of populations. Social services are an area of considerable innovation and growth within the cooperative movement which are potentials of cooperative to reduce poverty.

From this standpoint, cooperative provide health care facilities, deliver pharmacy services insurance and contributing for potable water supply for the communities in which they operate. For instance, as it is noted by Smith (2006) cooperatives are effective mechanism to provide securities such as microfinance to the poor against natural disaster which could lead to poverty. This phenomenon is practiced in Ethiopia very recently by Lume-Adama and Yerer Farmers' Cooperative Unions provide insurance against crop failure (FCA, 2010), which assumed to be preventive measure of poverty. In addition to this according to report by FCA, agricultural cooperative contributing for expansion of primary education for rural children and health institution service quality in rural area in which coffee farmer cooperative unions can be cited as an example in Ethiopia.

For the fact that cooperative is community lead business organization, they contribute material and furniture for education in their community, in compatible with cooperative principle, cooperatives educating and capacitating members and other community through informal but continuous education. Informal education for rural community through agricultural cooperative is a means for capacity building causative and innermost component to development efforts (Adebayo et al., 2010). Indeed cooperative educate and empower small-scale members even non-member rural community to use improved agricultural technologies together with agricultural extension services for obtaining surplus production and to produce quality and market-oriented agricultural production, This help the farming family to secure food at their household level and increase their income from their products. Concurrently, it contributes for local food security and its summative effect is for national development.

Cooperative organizations in developing countries are to improve the socioeconomic status of individuals, households and communities through equitably distributing income, and increasing democratic participation. Most cooperative essentially agricultural cooperatives are effectively manage their own

development, provide valued services to members and improve the environment within which they operate and engaged in innovative and sustainable initiatives to reduce poverty.

It is with these believes that ILO and ICA have decided to launch a global campaign against poverty through cooperatives. The ultimate goal of this Campaign is to make a significant contribution to poverty reduction by using the full potential of cooperatives in Millennium Development Goal (MDG) achievement particularly with regard to reducing poverty by half by the year 2015.

As outlined by UN (2009), cooperatives promote and support entrepreneurial development, creating productive employment, raising incomes and helping to reduce poverty while enhancing social inclusion, social protection and community-building. Thus, while they directly benefit their members equitably, they also offer positive externalities for the rest of society and have a transformational impact on the economy

SIGNIFICANCE OF THE STUDY

The study is aiming on investigating practice of democratic management by cooperative societies in the study area and the promoting good governance. Hence the major findings are regarding the status of the cooperatives in promoting democracy in relation to membership, election and equality and accountability of the leaders and professional management staffs of the cooperative unions.

Therefore, the findings of the study are primarily important for the cooperative unions under study for upgrading their democratic management status and implementing good governance in serving members and deciding members' affairs. Besides results of the study is expected to be important for the cooperative promotion office to educate and train members and leaders respectively for improving democratic management and good governance practice by the cooperative under study and extending the findings to other cooperative societies for propagating the positive aspects of the result. The result also expected to serve information for research scholars and academicians in further research and education purpose in cooperative studies.

RESEARCH GAB

From the literature reviewed in the above sections few studies are conducted on Ethiopian cooperatives. Among the researches especially in Ethiopia the majority of the studies conducted on assessing growth and contribution of cooperative in poverty reduction in general, performance and challenges of agricultural cooperatives in particular. It is believed that there are no studies on analysis of member democratic management for contributing democratic governance for socio-economic development of the community.

Present research proposal entitled "Analysis of Democratic management in Cooperative Society: Case of Cooperative Union in East Wollega Zone, Ethiopia" is virgin study and will follow explorative research method to examine the democratic management practices in different cooperative management affairs.

STATEMENT OF THE PROBLEM

In accordance with the guiding principles of the cooperative movement, it is factual that cooperatives is free association, governed by democratic principles that empowering people to provide their own solutions for their common problem. They increase security for the members; and they contribute directly and indirectly to education for children, gender equality and reducing health problems.

Study by Chambo (2009) roles on agricultural cooperatives in food security and rural development outlined that agricultural cooperative in Africa was highlighted the potential of agricultural cooperative in enhancing agricultural productivity through supply of farm inputs so as contribute in food security and underlined some challenging experiences faced by agricultural cooperatives as stiff competition sometimes without clear rules, controlling government policy and legislation and leadership, management and governance challenges. However the study could not point out the significance of democratic control to pull cooperative out of such problems.

Study by Waynama *et al* (2008) on the contribution of cooperatives to poverty reduction in Africa demonstrate that cooperatives have significantly contributed to the mobilization and distribution of resource for reducing poverty in Africa is not outlined the significance of democratic control of cooperative for efficient contribution.

Bezabih (2012), study on the cooperative growth and trend in Ethiopia by emphasis on the growth of cooperative in number and diversity. Other study from Ethiopia on Bacho Waliso FCU by Farmer Organization Support Centre in Africa explore about the success of the cooperative by indicating that the cooperative union increased the members incomes, usually by paid dividends and setting up polystyrene bags manufacturing factory in order to meet the needs of its members and also outline the challenges that the cooperative union faced such as shortage of finance, market problems etc (FOSCA, 2012).

Study in east Wollega zone, Ethiopia by Asfaw (2011) emphasizing on grain marketing performance of multipurpose agricultural cooperative analyzing management problems of cooperatives as determinant for grain marketing performance nevertheless is did not assess democratic member control for enhancing cooperative business performance.

A study by Tigist (2008) in Ethiopia sets out to assess the real and potential impact of the Ethiopian cooperative sector in creating employment, reducing poverty, enhancing social protection and improving the voice and representation of vulnerable groups was not drawn anything about member democratic control rather describing the history, development and challenges of cooperative in Ethiopia.

This study is proposed to see how well cooperative unions in the study area are applying democratic management in their business operation as cooperative governance so as empowering members which is part of community empowerment.

OBJECTIVES OF THE STUDY

GENERAL OBJECTIVES

The general purpose of the study is to analyze practice of democratic management by cooperative society's case of cooperative unions in east Wollega zones, Oromia, Ethiopia

SPECIFIC OBJECTIVES

Study is designed to address the following specific research objectives

1. To examine practice of democracy by cooperative with respect to membership.
2. To investigate democratic management in member meeting.
3. To study members and leaders accountability in cooperative.

RESEARCH QUESTIONS

In order to investigate practicing of democracy by cooperative the following question were posed

- How democracy is practicing by cooperatives in membership admission?
- In what aspect cooperatives applying democracy in general member meeting?
- What members and leaders accountability looks like in cooperative management?

RESEARCH METHODOLOGY

TYPES, SOURCE AND COLLECTION OF DATA

The most important data used for the study were primary data and qualitative in nature although some secondary data were used for supporting the primary data. The primary data were collected from individual respondents, key informants and focus group discussants for analyzing member democratic management in cooperative. The data were collected using semi-structured questionnaire from respondents, key informant interview from key informants and focus group discussion checklist and as well as by personal observation of the researcher.

SAMPLING DESIGN

Gibe Didessa Farmers’ Cooperative Union, Aga Dhayi Saving and Credit Cooperative Union and Walin Gudana Consumer Cooperative Union were selected purposively for they are the first cooperative unions in the respective sector. Target population of the study was the members (11, 6776) of member societies of the selected cooperative unions.

13 member primary cooperative societies were selected randomly from the three cooperative unions. From these sample cooperative societies, 383 individual respondents were selected using systematic sampling method proportionally. This sample size of respondents was determined by sample size determination formula

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 (N - 1) + z^2 \cdot p \cdot q}$$

(Kothari, 2004)

Where

- n = size of sample
- N = size of population (116,776)
- e = acceptable error (the precision) (1.96 at 95% confidence level)
- p = proportion to be included in the sample (50%)
- q = proportion not included in the sample (1-p)
- z = standard variety at a given confidence level (0.05 at 95% confidence level)

$$n = \frac{1.96^2 * 0.5 * 0.5 * 116776}{0.05^2(116776 - 1) + 1.96^2 * .05 * 0.5} = \frac{112151.67}{292.90} = 382.9 = 383$$

For validity and credibility of the information collected from respondents 10 Key informants were selected from cooperative promotion office and cooperative unions by judgment sampling technique to include those who working in cooperative management area.

METHOD OF DATA ANALYSIS

Statistical analysis such as descriptive statistics was used to analyze data collected by different data collection tools and triangulated with the data from interview of key informants and focus group discussants. Tables and percentages were used for presenting the results from analysis.

RESULT AND DISCUSSION

This section presents findings of the study regarding demographic characteristics of respondents, democratic management with respect to membership, member meeting and accountability in cooperative.

DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

As displayed in the table 1 below, 76.76% of the respondents are male, 63.19% of the respondents are with the age of 31-50 years old. Regarding the marital status 95.04% of respondents are currently married and 64.49% of them are with the educational level of 5-8 grade

TABLE 1: DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Demographical characteristics	Categories	Frequency	Percentage
Sex	Male	294	76.76
	Female	89	23.24
	Total	383	100
Age	14-30 years	98	25.59
	31-50 year	242	63.19
	Above 50 years	43	11.23
	Total	383	100.00
Marital status	Currently Married	364	95.04
	Divorce	10	2.61
	Widow	9	2.35
	Total	383	100
Educational level	Illiterate	12	3.13
	Grade1-4)	24	6.27
	Grade (5-8)	247	64.49
	Grade 9-10	25	6.53
	Grade 11-12	54	14.10
	Above grade 12	21	5.48
	Total	383	100.00

Source Computed from survey, 2015

ANALYSIS OF DEMOCRATIC PRACTICE IN COOPERATIVE DEMOCRATIC PRACTICE WITH RESPECT TO MEMBERSHIP OPEN MEMBERSHIP IN COOPERATIVES

Cooperatives followed the principles of voluntary membership internationally, hence the respondents’ views were asked about free membership in the study area. The result is revealed in table 2, 72.32% (strongly agree 49.09% and agree 23.24%) of the respondents agree that membership is free in the case of cooperative unions under study.

TABLE 2: FREE MEMBERSHIP IN COOPERATIVE

Categories	Frequency	Percentage
Strongly agree	188	49.09
Agree	89	23.24
Neutral	5	1.31
Disagree	67	17.49
Strongly disagree	34	8.88
Total	383	100.00

Source: Computed from survey, 2015

The result from key informant and focus group discussion also confirm that any who is eligible for membership can join cooperative societies freely. Thus cooperatives are community based societies serving members and community within their area by democratic membership.

DISCRIMINATION IN COOPERATIVE MEMBERSHIP

As it is depicted in the table 3, 86.69% (disagree 18.28% and strongly disagree 68.41%) of the respondents responded that cooperatives in their area are not discriminate people for membership which indicates that membership in case of sample cooperative is not discriminate people for membership.

TABLE 3: COOPERATIVE DISCRIMINATE PEOPLE FOR MEMBERSHIP

Categories	Frequency	Percentage
Agree	48	12.53
Neutral	3	0.78
Disagree	70	18.28
Strongly disagree	262	68.41
Total	383	100.00

Computed from survey, 2015

The findings from key informant interview and focus group discussion is also supporting this result and the secondary data regarding members list contains variety of group of people age, sex and religious wise. Therefore, cooperative societies of the case are accepted members without discrimination that provide equal opportunity for membership.

DEMOCRACY IN RELATION TO MEMBER MEETING

REGULAR MEMBERS MEETING

As per the cooperative principles and bylaws, general member meeting should be at least once a year. Having this in mind the respondents were asked whether there is regular member meeting which is one of the indicator of the application of democracy in cooperative. The result indicates that 73.37% (59.27% disagree and 14.10% strongly disagree) of the respondents are arguing that there is no regular member meeting however 26.63% of them agreed that member meetings were conducted regularly.

TABLE 4: COOPERATIVES CARRIED OUT MEMBER GENERAL MEETING REGULARLY

Categories	Frequency	Percentage
Strongly agree	41	10.70
Agree	61	15.93
Disagree	225	59.27
Strongly disagree	54	14.10
Total	383	100.00

Computed from survey, 2015

The result shows that there is erratic general member meeting. The results from the key informants and focus group discussion indicate that members' general meetings were not conducted regularly as per their respect bylaw. This is because of limited cooperative auditors in the zone all cooperatives were not audited every year and timely which affect regular member general meeting. Consequently in this regard cooperatives of under study are violating democratic management in cooperative

ELECTION OF COOPERATIVE LEADERS

Cooperative societies are independent and autonomous business organization. Hence, members are elected their leaders freely and fairly. For analyzing the condition in the study area the opinion of the respondents were asked and found out that 83.55% (strongly agree 32.38% and agree 51.17%) of agreed that members were elected their leaders freely (table 5).

TABLE 5: COOPERATIVES ELECT THE LEADERS FREELY

Categories	Frequency	Percentage
Strongly agree	124	32.38
Agree	196	51.17
Neutral	12	3.13
Disagree	36	9.40
Strongly disagree	15	3.92
Total	383	100.00

Computed from survey, 2015

Views of key informants focus group discussion and as well as observation of the researcher also supplementing that the members on the general assembly fairly and freely elected their leaders. This is indicator of democratic management that empowers the community in appointing their representatives in their society among themselves.

MEMBER VOTE IN DECISION MAKING

For passing any decision and for election cooperative follows one member-one vote regardless of the share capital or business transaction the members have in the cooperative. For examining such in the study are the opinion of respondents were asked. The result in the table 6 reveals that 93.47% of the respondents replied that members have one member-one vote for decision and only 6.53% of respondents argued that.

TABLE 6: COOPERATIVES PASSING DECISION BY ONE MEMBER- ONE VOTE

Categories	Frequency	Percentage
Yes	358	93.47
No	25	6.53
Total	383	100.00

Computed from survey, 2015

The result shows that in cooperative members have equal vote in decision making indicate that there is democratic control in cooperative which avoids dominance of some people in decision making. Views from key informants, focus group discussion and researchers personal observation while cooperatives conducting general meetings were in harmony with the result from respondents adding that each member directly vote for decision by attending the member general meeting as a result cooperative promote members equal right in decision by practicing democratic management.

COOPERATIVE PROMOTES EQUALITY

For the fact of cooperative values cooperatives promote equality. Respondents' views were asked for examining whether cooperatives are promoting member equality in the study area. It is found that 81.20% (26.89% strongly agree and 54.31% agree) of respondents were agree that cooperative societies in the study area were maintained member equality (see table 7).

TABLE 7: COOPERATIVE PROMOTE EQUALITY AMONG THE MEMBERS

Categories	Frequency	Percentage
Strongly agree	103	26.89
Agree	208	54.31
Disagree	42	10.97
Strongly disagree	30	7.83
Total	383	100.00

Computed from survey, 2015

The result from key informants and focus group also support the result indicating that members have equal opportunity in electing, to be elected and using the service provided by the cooperative. Thus, through maintaining equality cooperative promote democracy among the community build their assertiveness.

GOOD GOVERNANCE IN COOPERATIVE

Good governance practices in cooperatives are analyzed using good governance indicator with respect to cooperative principles and ethical values. Accordingly data collected from respondents on some good governance practice by cooperative. As it is displayed in the table 8 below, cooperative are accountable to their cooperatives' bylaw (81.46% of respondents); elected leaders of cooperative are countable and respecting their member (75.46% of respondents); cooperative are transparent society (81.98% of respondents i.e. 19.06% strongly agree and 62.92% agree); elected cooperative leaders are honest for their cooperative (61.01% of respondents i.e. 5.22% strongly agree and 55.89% agree) and it is found that cooperative promote equity in benefit (60.57% of respondents i.e. 6.53% strongly agree and 54.05% agree). However, nearly more than half of respondents (56.40%) replied that recruited management staffs of cooperative are not accountable to the elected leader, management committee of the cooperative.

TABLE 8: RESPONSES OF RESPONDENTS ON GOOD GOVERNANCE PRACTICES OF COOPERATIVE

Good governance indicators	responses of respondents	Frequency	Percentage
1. Rule of law (members respecting bylaw)	Yes	312	81.46
	No	71	18.54
	Total	383	100.00
2. Elected leaders accountable to members	Yes	289	75.46
	No	94	24.54
	Total	383	100.00
3. Managerial staffs accountable for elected leaders	Yes	167	43.60
	No	216	56.40
	Total	383	100.00
4. Transparency	Strongly agree	73	19.06
	Agree	241	62.92
	Neutral	2	0.52
	Disagree	54	14.10
	Strongly disagree	13	3.39
	Total	383	100.00
5. Leaders are honest for cooperatives	Strongly agree	20	5.22
	Agree	214	55.87
	Neutral		0.00
	Disagree	76	19.84
	Strongly disagree	73	19.06
	Total	383	100.00
6. Equity	Strongly agree	25	6.53
	Agree	207	54.05
	Neutral	3	0.78
	Disagree	108	28.20
	Strongly disagree	40	10.44
	Total	383	100.00

Computed from survey, 2015

The results show that cooperatives in the study area are respecting cooperative laws and rules in serving members, elected leaders are accountable responsible to and honesty in serving members. Cooperatives are transparent for the members and community regarding to the management and services and benefiting members on the basis of equity.

Results from focus discussion and key informants also confirming most of these finding such as accountability of member and leaders, transparent and equity in cooperatives however; some members and leader violate the bylaw because of awareness and external interferences like in the case of delinquency in credit repayment by members and provision of credit for non-member. Some paid management staffs dictating management committee in decisions because of they are professionals in to some extent employees of cooperatives are acting as superior of the board of directors.

The result from focus discussion and key informants indicates that very few members of management committee are not honest and open because audit reports show embezzlements which believed to negatively affecting democratic management in cooperative

MEMBER ACCOUNTABILITY FOR THE BYLAW

In cooperative, members have approved their cooperative bylaw through majority vote on general member meeting and governed by it. Hence data collected concerning this for investigating accountability of members to their bylaw in the study area. As it can be seen from the following table 9, 81.46% of the respondents are replying that they are accountable to their cooperatives' bylaw.

TABLE 9: MEMBERS ARE ACCOUNTABLE TO THEIR COOPERATIVE BYLAW

Categories	Frequency	Percentage
Yes	312	81.46
No	71	18.54
Total	383	100.00

Computed from survey, 2015

Results from key informants and focus discussion also indicate that members of cooperative societies are abiding to their respective cooperative societies' bylaws. This indicates cooperative members and leaders respecting rule of laws which is part of democratic management. However, some members and leader violate the bylaw because of awareness and external enforcement like in the case of delinquency in credit repayment by members and provision of credit for non-member.

ACCOUNTABILITY OF COOPERATIVE LEADERS

In cooperative management, leaders (board of directors) are elected by member on general assembly democratically and delegated to manage cooperative business, hence members of board of directors are accountable for members. Thus, the views of respondents were asked about the accountability of their cooperative leaders and found out that 75.46% of the respondents are replied that elected leaders of cooperative are countable and respecting their member (table 10).

TABLE 10: LEADERS ARE ACCOUNTABLE TO THEIR COOPERATIVE BYLAW

Categories	Frequency	Percentage
Yes	289	75.46
No	94	24.54
Total	383	100.00

Computed from survey, 2015

The result indicates that cooperative elected leaders are responsible for members. The key informants and focus group discussants also agree with the result nevertheless some members of board of directors are not honest and open for members which believed to negatively affecting democratic management in cooperative.

ACCOUNTABILITY OF MANAGEMENT STAFFS

Profession management staffs are recruited delegated by the cooperative for serving members need technically by accomplishing day-to-day business activities following cooperative principles, values in general and cooperative bylaws in particular. To see this in the study are respondents asked about the accountability of professional management staffs. As displayed in table 11, it is found that nearly more than half (56.40%) of the respondents replied that recruited management staffs of cooperatives are not respecting board of directors.

TABLE 11: RECRUITED MANAGEMENT STAFFS ARE RESPECTING BOARD OF DIRECTORS

Categories	Frequency	Percentage
Yes	167	43.60
No	216	56.40
Total	383	100.00

Computed from survey, 2015

Results from focus group discussion agreed with the above result while result from key informants indicates that because of they are professionals in to some extent employees of cooperatives are acting as superior of the board of directors.

CONCLUSION AND RECOMMENDATION**CONCLUSION**

The study is emphasizing on the analysis of democratic management by cooperative unions. Hence from this investigation the following conclusions have been made. The result shows that cooperative societies applying democratic in membership admission in which any eligible people join cooperative freely with no any discrimination based on gender, religious educational stoats etc. The finding also reveals that members pass decision democratically by equal vote (one member-one vote) by majority vote. On the general member meeting elected their leaders freely and fairly among members. These leaders are accountable for the members.

Thus by implementing democratic management in accordance with cooperative principles and values, cooperatives in the study area are empowering community since members are from the community. Nevertheless the cooperative of the case failed to conduct regular member meeting because of limitation of audit. Consequently, fail to conduct election of office bearers in accordance of the cooperative law which is against democratic management with respect to international cooperative principles.

The result also shows that cooperatives in the study area are practicing good governance in a manner that members are respecting rule of law; leaders are accountable to members, who delegate them; cooperatives are transparent and providing benefits equitably based on members contribution and using the services. However, it is observed few management committee members are not honest and the paid management staffs are not fully accountable to management committee.

RECOMMENDATION

Based on the study results, the following points are recommended for consideration in order to make cooperative practicing democracy fully in their management. It is found out that cooperatives in the study area were not administering regular general member meeting. Thus, cooperative promotion bureaus are the cooperative financially and management annually as per cooperative law by assigning adequate number of cooperative auditors and also it is recommended that the even if auditing is delay cooperatives need to administer general assembly meeting regularly for evaluating cooperative services and members need achievement and as well as conducting election as the law says.

The result indicates that some members are not respecting cooperative laws; few cooperative leaders are not honest for their cooperative and recruited professional management staffs are dictating management committee of cooperative. Hence cooperative promoters recommended providing continuous education and training for members, leaders and recruited staffs of cooperative to build the accountability and loyalty in the cooperatives so as strengthening democratic management in serving member and promote equality among members for empowering community within which cooperative operating business.

The external cooperative stakeholders need to be aware about cooperative principles and values for not to interfering cooperative management rather supporting democratic management applied by cooperative from which the local leaders shared the experiences.

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