



Cooperative management challenges and members economics strength promotion among Nigeria Union of Teachers' Cooperative society in Oyo State, Nigeria

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ABSTRACT :

This paper centres on challenges encountered in the management of cooperative society in promoting the economic strength of members among cooperative society in affiliation with the Nigerian Union of Teachers cooperative society in Oyo state, Nigeria. This paper sought to get the perception of the management members on challenges affecting their service delivery in promoting the economic strength of members of the cooperative society. Twenty (20) cooperative society management members in affiliation with the Nigerian Union of Teachers were interviewed. A structured interview guide was used in eliciting information from the participants. Data collected was analysed using a thematic analysis approach. The result shows that cooperative management members were being confronted with different challenges ranging from generating funds, loan repayment, attendance at meetings, loan/facilities allocation, among others. Possible solutions deployed were; rescheduling granting of loan application, selling loan application form based on monthly inflow, engaging ministry of education in loan recovery, making calls to defaulters for repayment, encouraging members to repay, paying loan applications in tranches, among others. Conclusion shows that cooperative management challenges vary and different tactics were used in addressing them for the purpose of promoting the economic strength of members among Nigerian Union of Teachers cooperative society.

Keywords: Cooperative Society; Nigerian Union of Teachers; Economic Strength promotion; Cooperative Management; Management Challenges

Introduction :

The Nigerian Union of Teachers (NUT) is the body of the teaching profession charged with championing the fundamentals of the teaching profession in Nigeria. NUT takes care of members' problems regarding working conditions and social assistance. It consists of primary and post-primary school teachers and was founded in 1931. With the desire to look after the welfare of its members, this led to the initiative to establish a cooperative society owned and controlled by NUT members with the main objective to comfort their members.

Cooperative Societies in Nigeria have served well in assisting many people seeking to achieve certain goals in life that cannot be achieved by their daily or monthly income, among them are teachers. In the early 1990s, the teaching profession in Nigeria was heavily stigmatized because many teachers were unable to pay rent on time and most landlords were reluctant to rent apartments to teachers (NUT, 2011). NUT has established a cooperative society where members can pool their resources to meet common and individual needs by leveraging the economic power of their members. To achieve this goal of NUT, it requires gathering both human and material resources and having good managers of the resources collected. The management team of any agency or organization responsible for promoting the activities of the organization through planning, organizing, staffing, directing, motivating, and managing resources human and material resources. Cooperative societies are characterized by dynamic management teams, democratic governance, and reliable internal control mechanisms. The problem stemming from cooperatives is the lack of clear and consistent rules between decision-making, management and the general council (Cracogna, highlighted by Odera, 2012). In cooperative societies, management is not allowed to make unilateral decisions without the permission of its members. Decision making belongs to the members while the management board implements the decisions agreed at the general meeting. During this time, the management board can also make proposals and members can vote in favor if deemed appropriate and beneficial to the members and the cooperative society.

Some scholars have advanced arguments against cooperative society governance that have contributed to cooperative societies' failure to leverage the economic power of their members (Ogunmuyiwa, 2021; Chepkemoi, 2017; Mhembwe and Dube, 2017; Mohammed and Lee, 2015; and Makori et al. 2013). Members have been deprived of the ability to exert their economic strength due to poor leadership in terms of poor governance and financial mismanagement (Makori et al., 2013; Mumanyi, 2014; Karki, Upreti and Mathema, 2013). Ogunmuyiwa (2021), Odera (2012) and Allahdadi (2011)

also mentioned unqualified managers managing the affairs of cooperative societies and inadequate competition among issues affecting the promotion of the economic strength of cooperative members.

A number of studies have investigated various factors that contribute to the failure of cooperative society management to promote the economic strength of its members, but there has been no consideration on cooperative society management survival in overcoming the challenges that affect the successful management of the affairs of cooperative societies. This study, therefore, examines the challenges of cooperative management and leveraging the economic strength of members of the Nigerian Union of Teachers Cooperative society in Oyo State, Nigeria.

Statement of the problem

Cooperative society management has become a burden on the leadership of the cooperative society as member comes with different request contributing to challenges faced by the management members resulting from insufficient funds, loan and credit facilities allocation, poor meeting attendance and loan repayment among other issues that makes promoting the economic strength of members difficult. Mostly, past studies attributed the failure of cooperative societies to poor leadership skill and corruption of management team of the cooperative society putting aside the contribution of the cooperative members to the failure of the cooperative society. Therefore, it is very important to investigate the challenges faced by the management members in promoting the economic strength of cooperative society members among the Nigerian Union of Teachers' cooperative in Oyo State, Nigeria.

Literature Review :

2.1 Cooperative Society Management and Economic Strength Promotion of Members

Managing an organization includes the process of making decisions towards achieving the goals and objectives of the organization. These decisions are made with the ultimate aim of achieving the predetermined goals and objectives of the organization. The management of cooperatives still has many limitations, hindering the progress of many cooperatives.

According to Muchemi (2005), it is necessary to discourage unprofitable investment choices. This is mainly due to the significant amount of resources spent on such business activities, which ultimately lead to negligible profits, hindering the effectiveness of the cooperative society in enhancing the economic well-being of members. This research focuses on the effective management of cooperative societies under conditions of limited resources and high demands from members. Notably, the previous reviews were conducted in a different jurisdiction, thus warranting a new examination of the challenges and opportunities unique to the management of cooperative societies. While the aforementioned studies focus on fund management and proper corporate governance, which is indirectly related to the present study, the main focus of the present study is on fund generation and the ability to maximize the limited resources to meet demand of members, thus ensuring their satisfaction.

According to Odera (2012), specific financial management problems are common in cooperative societies and are not encountered in many other forms of organization. However, a number of controls are in place to check financial management issues in cooperative societies including well established financial reporting procedures, adequacy of services, internal control, external monitoring and safety management principles. The problem can be overcome to achieve sustainable management and a harmonized financial management system. This review was not carried out with NUT cooperative societies or with teachers. Although they may have some similarities in terms of level of administration, individual managers cannot be compared to a large extent due to their exposure and nature of work, which makes the present study different from the review. The present study focuses on how the management generates capital and its ability to provide facilities to satisfy its members.

Under Section 28 of the Cooperatives Act CAP 490, the board of directors of a co-operative has the power to enforce judgments which it considers favorable to the organisation. It is imperative that they are held accountable for their performance. The Center for Corporate Governance, in collaboration with the Ministry of Cooperative Development and Marketing, developed a set of guidelines in Kenya in 2008, which must be followed for the successful management of cooperatives, especially targeting key areas deemed necessary to improve performance. One recommended approach is to hold regular and quickly scheduled elections, with no barriers to member participation.

In addition, it is necessary to maintain accurate and up-to-date records of the organisation's activities, and ensure that audited financial statements are submitted according to established deadlines and openly discussed among members to come up with a resolution. These measures are indicative of good governance practices.

According to a survey by Odhiambo (2013), a significant obstacle faced by the majority of cooperatives in Kenya relates to poor financial management by both the board and managers. As a result, members have expressed disagreement with the quality of the leaders to whom they entrust their financial resources. The researcher proposed the idea that misappropriation and embezzlement manifests itself through a series of prohibited activities, such as unauthorized withdrawals, fraudulent transfers, and improper accounting procedures.

According to Odhiambo (2013), unauthorized withdrawal refers to a situation where an individual accesses funds from another party's account without permission. Fraudulently obtaining money by forging an individual's signature is a common form of financial embezzlement. This review comprehensively covers the various management activities primarily reported by members. Nevertheless, this study focuses on the experiences that

management members face while carrying out their assigned responsibilities to support cooperative society and achieve the primary goal of promoting economic well-being of members.

Akinyomi (2012) conducted a study investigating the incidence of fraudulent activities in the Nigerian banking sector, with particular emphasis on fraudulent transfers. This swindle involves creating a false request or modifying a request to transfer real money to carry out fraudulent activities. Then, the perpetrator will collude with dishonest bank employees to carry out illegal withdrawals. Akinyomi (2012) posits that theft and embezzlement constitute a variation of fraudulent activity that focuses on the misappropriation of monetary units such as cash and travellers' checks.

It was reported that in Kenya, some directors committed fraudulent acts in transferring funds from co-operative society accounts to their individual business accounts. These individuals allegedly facilitated this activity by fraudulently obtaining loans. Furthermore, there have been cases of individuals providing fictitious goods or services to cooperative societies, known as 'air', thus resulting in significant financial losses to said societies (Waweru, 2013).

A recent development involves a reported case in which members of the Busia Agricultural Training Center Cooperative Society forcibly entered the office of the Cooperative Society and proceeded to withdraw their membership. Disturbed individuals filed complaints against the cooperative's governing body for financial misappropriation and lack of transparency, which resulted in insufficient stimulation of the economic strength of the society's members. The present review attempts to explore the views of management members on the management of cooperative societies, unlike the existing literature which mainly examines the perceptions of general members on the same subject matter.

Another way in which cooperatives fall victim to embezzlement is through inadequate management of cash resources, thereby creating an environment that allows officers and directors to illegally misappropriate funds from the cooperatives societies. Cash management is an essential function in all business operations, including the strategic organisation and regulation of incoming and outgoing cash flows, the movement of cash within the company as well as the identification and monitoring of cash flows at any time. Cash management is a global concept that involves the systematic and strategic management of various financial activities related to the acquisition, consolidation and distribution of monetary resources.

The managers of a cooperative society circumvent established financial policies to misappropriate funds. Wasike (2012) reports that there is a worrying trend in cooperative societies in Kenya where board members and management have to undergo expensive training programs, the content of which this process often seems redundant and does not provide new ideas or perspectives. Additionally, some people may forgo attending these training sessions altogether. The sudden termination of an individual's presence can be attributed to lack of financial resources, making them untraceable due to lack of investigative capacity. Various factors have been found to cause inefficiencies in exerting economic strength among participants in cooperative societies. Within the limits of the existing literature, the problem of inefficiency in cooperative societies is mainly due to management practices. However, the extent to which members themselves contribute to this inefficiency has not been thoroughly examined. This current study seeks to fill this gap by exploring the perceptions of cooperative society managers regarding members' contributions to the inefficiencies of cooperative societies due to secondary school teachers possess special rights under the auspices of the Nigerian Union of Teachers (NUT).

Alfred (2011) conducted a study on repayment efficiency, a concept essential to the operations of all lending institutions. This is to evaluate whether the borrower has fulfilled the loan obligations according to the conditions specified in the loan contract. In this study, there was a positive relationship between the level of debt repayment performance and the ability to accumulate interest income and reduce defaults in the lending institution. On the contrary, insufficient debt repayment negatively affects the capital, profits and achievement of financial institutions' goals, potentially leading to their collapse. This study examines similar issues as the present study, but the difference lies in the fact that the cooperative societies sampled have different specificities. This study deals with teacher-owned cooperative associations that are also under the control of the NUT. Most cooperatives sampled in this study had loan repayments deducted from employee resources.

An illustration of the consequences of inadequate debt management efficiency is the occurrence of financial losses and high costs associated with debt management (Huseyin, 2011). High costs are spent on increased monitoring, more frequent portfolio reviews, and legal compensation for continued bad debts. The negative impact of these expenditures on the income generated by credit institutions leads to a general hindrance to the operations of credit institutions, making them unsustainable.

Chahayo et al. (2013) found that financial disparities in cooperative societies are mainly due to poor quality of leadership, inadequate record keeping practices, outdated cooperative laws, poor cash flow management and low interest rate loan options are scarce. These identified obstacles together complicate the task of promoting the economic power of the members, thereby leading to the overall ineffectiveness of the cooperative societies. The above reviews address issues related to debt repayment and financial inequality. However, the present study examines managers' perceptions of the management of cooperative societies that belong to the Nigerian Union of Teachers (NUT) and consist mainly of teaching members.

The management of cooperatives is subject to the regulations of the general meeting of members, whereby each member has the right to participate and exercise his or her voting rights. Responsibility for overseeing day-to-day operations is assigned to a management committee whose members are elected by the company's general assembly. Besides the general assembly, the committee is the main body responsible for making policies within the company (Wangombe, 2003).

The concept of corporate governance includes the principles of accountability, transparency, predictability and participation. The Board of Directors assumes the role of guardian of the interests of cooperative members and is therefore responsible for prioritizing the collective interests of members in

their decision-making process. Cooperatives are characterized by a board of directors composed of members who have impartiality and a deep emotional attachment to the organization, which can be attributed to a spirit of solidarity. Furthermore, in the cooperative context, leadership depends on members guiding the organization's action plan (Mburu, 2004).

In terms of management control, there are areas of concern where board members have revealed shortcomings, namely: (i) lack of interest in addressing practical and quantitative aspects of their cooperatives, (ii) deficiencies in implementing a formal management monitoring system that integrates input-output-based decision making and (iii) the absence of internal audit services coupled with unsatisfactory performance of supervisory committees due to their links with the board of directors (Mburu, 2004). Current research focuses on the obstacles in managing cooperative societies, leading to reduced efficiency and difficult service delivery.

Research Objective:

The purpose of this study is to examine cooperative management challenges in promoting the economic strength of members by the cooperative society in affiliation with the Nigerian Union of Teachers cooperative in Oyo state, Nigeria. Specifically, the purpose of this study is solely to:

Establish the cooperative management challenges and way out in promoting economic strength among Nigerian Union of Teachers cooperative members.

Research Question :

1. What are the challenges confronting the management of cooperative society in promoting members economic strength among Nigerian Union of Teachers' cooperative society in Oyo state, Nigeria?
2. What are the measures used in tackling the challenges?

Research Methodology :

The study adopted a phenomenology qualitative research design. This is a type of research that focuses on the commonality of a lived experience within a particular group. Its primary goal is to arrive at a description of the nature of the particular phenomenon (Creswell, 2014). This research type was chosen to provide details of what the management encountered in providing management service delivery to promote members economic strength.

Sampling Technique and Sample

The study adopted a multi-stage sampling techniques. In the first stage, simple random was used in selecting two (2) senatorial districts. In the second stage, eight (8) local governments were randomly selected from the two senatorial districts. The third stage involved a proportionate to size sampling technique used in selecting twenty four (24) cooperative societies, in the local governments selected. The fourth stage involved convenient sampling of twenty (20) management members in order to gathered first-hand information about the cooperative. The researcher had an average time of thirty-minute interview session with the management based on their schedule. The discussion was recorded through a recording gadget.

Instrumentation

Two instruments were used for this study. These are:
Management Interview Guide (MIG)

The interview guide was developed by the researcher after consulting literature and experts in the field of evaluation. This instrument, which comprises 9 items, developed to guide the discussion process during the interview sessions in eliciting information from management team members on their services, and other relevant issues. The trustworthiness was ensured by giving the instrument to experts in qualitative research to ensure the credibility and dependability of the instrument. The instrument was subjected to scrutiny by experts for face validity.

Procedure for Data Collection

The researcher and eight assistant engaged management members of each cooperative society on face-face interaction session in sourcing out relevant information needed using a recording gadget.

Data Analysis

The interview reports was analysed using thematic method of qualitative analysis

Analysis and Interpretation of data

The challenges encountered cut across issuing facilities/loans to members, funding/support, and low turnout rate for meetings among other things.

▪ **Facilities**

Cooperative members have different attitudes that must be carefully managed. In most cases, members approach the cooperative management with different requests especially when they are coming to solicit for what they are not qualified for, in term of facilities and, if the leader chooses to go with the rules and regulations guiding the society, members would want the leaders to understand that they have a pressing need for the offer in a bid to have their requests granted. This makes managing people to be a great challenge.

Managing human beings is a big task especially when it comes to getting loans... (Management S, president, female, 15 years of membership, structured office interview that lasted for 37 minutes)

Human beings have been difficult to manage especially when it comes to applying for loans (Management J, vice president, female, 10 years of membership, structured office interview that lasted for 20 minutes).

Getting members to repay loans is part of the challenges confronting managing the cooperative societies because there is a need to recover loans given to members so as to create funds and opportunities for others who are yet to enjoy such facilities. However, when those who have their economic strength promoted through these services fail to repay, promoting others' economic strength might be difficult as captured thus:

...they don't repay loans on time... (Management H, president, female, 17 years of membership, structured office interview lasted 30 minutes).

Overdue loan is one of the problems being faced in managing the society (Management C, president, male, 18 years of membership, structured office interviewed that lasted for 40 minutes).

Having all facilities repaid on time by members will reduce the challenges confronting the management in allocating the facilities to other members.

▪ **Funding/Support**

NUT cooperative society relies heavily on members' salary in creating funds since they do not get support from the government or from any NGOs or external body,

The society faced problems like when government is not helping us in operating this kind of business (Management L, president, male, 12 years of membership, structured office interview that lasted for 26 minutes).

Therefore, when delays come as regards salary payment, getting funds to run the activities of the cooperative society most especially in meeting the main goal of establishing the cooperative society which is to advance the economic strength of members will be a great challenge for those running the affairs of the cooperative society as members have made the cooperative their last hope of getting their economic strength promoted.

Another point is the issue of delayed salary payment but that's in the past, the present government doesn't delay in payment any longer (Management A, a president, a male, 15 years of membership, structured interview done in the cooperative office which lasted for 40 minutes).

In some cases, cooperative societies through their managers do take wrong decisions in engaging or investing in businesses that are not viable, resulting in capital loss. This will definitely affect the performance of the cooperative society in meeting the set goal of establishing the cooperative society which is to reduce poverty if not totally eradicating it by promoting the economic strength of members.

Management B said:

There are some businesses the society invested upon to get income but such fails to come to reality due to lack of patronage by members of the society (Management B, president, male, 13 years of membership, structured office interviewed that lasted for 35 minutes).

Management B goes further to say that:

getting money to fund loan applications too tends to give the society's management additional problem.

The NUT cooperative society also have challenges creating fund as a result of members retiring from service and withdrawing their membership if there are no replacements since the government delays in recruiting new teachers who can serve as replacement for those retiring. NUT cooperative society's fund creation is highly affected by this and it gives management a tough time when it comes to members' economic strength promotion.

Lack of fund has been the problem affecting management of cooperative society due to failure of the government to recruit more teachers who supposed to join the cooperative society as the cooperative society have many of the members retiring from service and withdrawing their membership which contributed to the reasons for the low fund in the society. In addition to this issue of overdue loans most especially from those who have retired from service they have not been faithful to the repayment of outstanding loans (Management G, president, female, 15 years of membership, structured office interview lasted for 35 minutes).

▪ **Meetings**

Members' failure to attend cooperative society's meeting creates a great problem for the management of the cooperative society due to the fact that members' agreements stand as the final decision of the cooperative society as it is a democratically-run organisation. When decisions of the cooperative society are set on the agreement of few numbers who were present at the meeting, their decisions in binding on the larger number that had failed to

attend the meetings and such group of members will create problem for the management.

Those who have not been attending meetings often do give management issues basically on minor things they ought to have known (Management H, president, female, 17 years of membership, structured office interview lasted 30 minutes).

More so, when deliberations are made on what to share or buy during their Annual General Meetings, members who do not attend such a meeting where decisions were made might not be satisfied with whatever cooperative society shares and management members would face the problem of explaining the reason for such action,

Management A said:

Having the issue of not meeting their needs to expectation especially gifts given during AGM which they do complain about that... (Management A).

Others

Character assassination comes as a result of members seeking for assistance that is against the rules and regulations guiding the cooperative society. Once the management fails to grant the wishes of some dissatisfied members, this may lead to spreading wrong information about the personality of the leaders of the cooperative society. The firmness of the leader not to bend rules for anybody might lead to character assassination

...engage in character assassination (Management H).

Management members of NUT cooperative society are also staff in a school, who have their primary assignment as teachers and the leadership role of the cooperative society is just a secondary assignment. When members are in need or have a reason to see those controlling the affairs of the cooperative society and they are not available, it creates issues especially if the members have been coming at the wrong time and unable to meet those controlling the affairs of the cooperative society definitely it might create rancour against the management.

When they have a reason to come and see any of the management members and none of them seems to be available they at times get angry and some go out of control (Management A).

Management members of cooperative society have challenges emanating from getting members satisfied. Members' expectations on cooperative society at times are very high but, when the cooperative fails to measure up to these expectations, it creates issues.

Having the issue of not meeting their needs to expectation... (Management A) could make some members get out of control by refusing to take the matter lightly with the management members, thereby creating unnecessary scene since they feel the cooperative is not meeting their needs.

Then we have some members that do prove stubborn" (Management L, president, male, 12 years of membership, structured office interview that lasted for 26 minutes).

What are the measures used in tackling the challenges?

This shows measures used in tackling the challenges confronting the management of Nigerian Union Teachers cooperative societies based on responses from the management members interviewed. Below are the means used in tackling challenges arising from facilities or loan applications and payments.

▪ Facilities

The management of NUT cooperative society has devised various ways of tackling the challenges emanating from loan and credit facilities allocations. At some point, they choose to sell out loan application forms to members after they might have gathered enough funds and, since they are salary earners, repayment of loans or savings comes in at the end of the month and, by this time, the cooperative society management can determine the number of application form to be treated.

In cases when we have low intakes we sell forms based on the inflow (Management A)

and those who are not privileged to get loan application form are rescheduled for another month or as soon as the society gathers more funds'

Another is that

We promise other people to reschedule their application for the following month in order not to disappoint them (Management A).

The management of cooperative society also makes use of persuasion by persuading some other members whose needs are not urgent if there is a matter of urgency in the request of some of the members, especially when it comes to a matter of life and death. This is how they come to fulfill another principle of the cooperative society that talks about self-help among members:

... and if need be we have to swap in meeting needs based on urgency we call those ahead and explain the situation of things to them and that has been of help... (Management H).

In addition to this, another respondent added:

based on how important the needs are we do persuade some of our members to either give room for another member whose need seems more urgent and if agreed then we fix in the last person for a swap and if declined we tell the loan applicant to source for money elsewhere or be rescheduled for another month (Management A).

...in case of finding it difficult to meet loan application by members we do reschedule them to another month if they agree to that (Management D, Male, structured interview done at the school staffroom, lasted for 30 minutes).

When the cooperative society's fund cannot meet the loan applications, they have some to be rescheduled for another month and this will be explained to those members if they are satisfied with such decision.

The NUT cooperative society makes use of paying their members in tranches which is always based on agreement by rationing the little funds gathered among those who have applied for loans and, anyone who agree to this, will be considered and the balance will be settled later once the society is buoyant enough to do so.

....problem arising from loan applications we do persuade members to get some portion of the loan and get the remaining the following month and with that, we have been able to put a smile on their faces. **(Management B)**

...or to pay them in tranches. **(Management D)**

Members do come requesting for loans that is higher than their savings or income which may affect the repayment if granted; such requests are turned down because it is going to affect the society when they fail to repay or take more than normal duration for repayment.

In cases of people seeking loans above their savings or income, we do advise them on that because of repayment **(Management A)**.

The management of the cooperative society on the other hand operates by the rules and regulations guiding the cooperative society in allocating loans to members since they all have equal right as stakeholders which makes treating loan application forms on first-come, first-serve basis in order to bring satisfaction to all members

We play open policy of first come first serve principle **(Management H)**.

More so, the management has to go through ledger documents to see those who are have overdue loans, denying others opportunities of having their own economic strength promoted

We do have the trustees to check through the ledger to know those members with overdue loans and with this we do get good response **(Management C)**.

▪ **Funding**

The management takes issues of creating funds from recovering overdue loans from members who have failed to repay by seeking the assistance of the Ministry of Trade, Commerce, and Cooperatives to have such money deducted directly from their entitlement. Members in this category are majorly those who have retired from service but still owe the cooperative society and have failed to yield to repayment. Ministry assistance is always the last hope when all efforts have been made without any positive response from the retired members.

Management G said:

We engage the ministry of trade, commerce and cooperative to be able to retrieve money from those who have retired and every other member owing.

Management E said:

Compiling the list of the debtors to be taking to the ministry for the deduction of the loan through their entitlements because the majority of them have retired,

and for some who will not go to the extreme of having their matter taken to the ministry the cooperative society do place them calls to tell them how they have been denying others from having their own economic strength promoted

*In addition, some of the debtors were reached on phone and they have been responding positively in terms of repayment **(Management E, president, female, 14 years of membership, structured office interview, 25 minutes)**.*

Management L also said: *We place calls to remind members owing about their debts and why they have to repay.*

We engage those who have served in the management of the cooperative society before, seen as elders in the NUT cooperative society, to assist the cooperative society to reach out to those who are owing and not seeing reasons to repay by explaining to them why they have to repay the loan.

*...and failure to yield to the call we would take another step of recovering the loan and at times we consult elders to reach out to them **(Management L)**.*

▪ **Meetings**

On improving attendance at meetings, members were encouraged to see reasons why they should attend meetings regularly and promptly for them to actively participate in the activities of the society and to have their voice added when it comes to decision-making in the cooperative society

*We do encourage them to actively participate in the activities of the society **(Management C)**.*

Discussion

The findings from the research question six shows that the challenges confronting the management of cooperative societies among teachers range from issues arising from facilities, funding or support, members attending meetings among others. More so ways of handling those challenges were also provided, ranging from meeting the ministry for assistance, engaging past leaders in meeting or calling those who refuse to make repayment, encouraging members to attend meetings, paying in tranches, persuading members whose needs are not urgent to wait till the following month when there is an urgent need for another members as a means of self-help and selling of loan forms after total income has been known. All these are means of settling challenges arising in managing cooperative society.

This result agrees with the findings of Akerele and Adekunmbi (2018), Mugambi and (2015), Karagu and Okibo (2014) where it was reported that cooperative society had issues with funding, which affected the cooperative ability to promote the members' economic strength. The findings is also in agreement with Karagu and Okibo (2014) who found out that reason for the shortage of funds was as a result of the withdrawal of membership, investment decisions of cooperative and poor loan repayment which brought about reduction in fund creation to promote the members' economic strength. The study is also in agreement with the findings of Njogu (2017) that availability of funds makes facilities offered to members possible in promoting their economic strength.

Suggestions :

Based on these findings, the following suggestions were made;

1. Cooperative society management should further educate members on the essence of paying back their loans as and when due.
2. Cooperative society management should firmly exercise policies guiding loan application and repayment to make funds available for different services the cooperative society has for members.

3. Cooperative society's management body should raise issues that will encourage members to attend meetings.
4. Cooperative society's management should work on time used for the meetings so as to have a good turnout rate in attendance.

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