

Effect of Managerial Skills on the Development of Dairy Cooperatives in Kiambu County

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ABSTRACT

Cooperatives societies are part and parcel of an increasing number of people in formal and informal employment the world over. The study sought to examine how managerial skills affect the development of Dairy Cooperatives in Kiambu County. Grounded on the Social Capital and Resource-Based Theory, this study adopted the descriptive research design. In this study, the target population was 59,635 registered Dairy Cooperative members while the sample size was 398 respondents who were picked via stratified random sampling. Data collection involved questionnaires that contained 5-point scale Likert-type statements. Descriptive and inferential statistics were carried out. In this case, tests such as central tendency (mean), frequencies, percentages, and standard deviation in addition to Pearson and regression analysis were utilized. The findings show that managerial skills had a significant influence on the development of dairy cooperatives. This is evidenced by a positive and statistically significant relationship between managerial skills & leadership ($r=.156$, $p<0.001$) and the development of dairy cooperatives. These findings lead to the conclusion that the kind of managerial skills and leadership in dairy cooperatives affected their development. The skills deployed by the managerial team would thus determine the level of development in dairy cooperatives. As such, there was a need for dairy Cooperatives to have robust management teams staffed with highly competent and experienced managers. The integrity of the firms should be established and regularly assessed to avoid corruption and mismanagement of the finances. Training is also necessary to enhance the capacity of managers and employees. This could be done in-house or sponsored by institutions of learning.

Keywords: Managerial Skills; Development of Dairy Cooperatives in Kenya

I. INTRODUCTION

1.1 Background of the Study

A cooperative is formally defined as ‘an autonomous association of people united voluntarily to meet their common social, economic, and cultural needs and aspirations through a mutually owned and democratically-controlled enterprise’. The International Labor Organization (ILO) (2013) posits that co-operatives in developing countries can play a very integral role in poverty eradication and economic stimulation of the developing countries. The ILO and the International Co-operative Alliance (ICA), both see the potential of cooperatives to contribute to the Sustainable Development Goals (ILO, 2011 and ICA, 2013). This is with the support and the spirit of the Cooperative values among them; self-help, democracy, equality, equity, and solidarity supported by the Cooperative principles and mode of governance (voluntary and open membership, democratic member control, member economic participation, autonomy and independence, education, training and information, co-operation among cooperatives, concern for the community), co-operatives possess the capacity of promoting economically and socially inclusive development.

Agricultural co-operatives have been viewed as organizations with the potential to foster socio-economic development and reduce poverty within the developing world (Bibby & Shaw, 2005; Birchall, 2003, 2004; UN, 2011; (Burchi, & Vicari, 2014). Following the various economic and financial crises over the decade, there is a resurgence of cooperatives, both at the national and international level and organizations are anxious to understand the extent to which cooperatives in developing countries have been able to cope with the crisis. Much of the interest is focused on Africa where Cooperatives have undergone periods of mismanagement, government interference, and failure (Develtere, Pollet, & Wanyama, 2008) and despite that, they are growing their membership and growing in numbers while serving the poor communities in this region. There have been arguments that the advent of liberalization in the 1990s in the African context was the charm that revitalized the agricultural co-operatives to develop as genuine member-controlled and business-oriented organizations consequently improving the wellbeing of vulnerable people (Wanyama, 2013). Francesconi and Heerink (2010) argue that the agricultural cooperatives in the African region have shown mixed fortunes in terms of performance, growth, development, and sustainability. While there are success stories, not all agricultural cooperative endeavors have been sustainable but those that have can provide key insights for cooperative development across the region.



The current co-operative movement was founded in 1844 in Rochdale village, Manchester in England as posited by Pollet (2013). The old countryside credit union was introduced in 1864 by Raiffeisen in Germany to cover the needs of those in marginal areas in the former communist nation. The rural communities were deemed un-bankable due to limited cash flows and the capacity of human resources (WOCCU 2008). Farmers in Africa took up cooperatives towards the end of the 1950s for cash crops like pyrethrum and coffee, tea, and sisal among other crops. Mumanyi (2014) argues that the success of the cooperative movement in Ghana has been widely simulated throughout the African Region with great success. Springing from members' savings, deposits, and ploughed back earnings are the Cooperative funds. Sharma and Patterson (2005) posit that the resultant benefits have been the improved returns, assets, food consumption and education expenditure, improved housing, and reduced health expenditures which were enjoyed by the Cooperative members compared to non-members. On the flipside Problems to do with poor management, embezzlement of funds, and access to capital for development, government policies and the rapid evolution of technology are however curtailing co-operatives in Tanzania from achieving the expected growth (Magali, 2011).

The oldest cooperative was introduced in Kenya by the British colonizers in 1908 at Kipkelion. Its main drive was to support the agricultural and dairy sustenance of the colonizers (Kobia 2011). Government policies and reforms have since been put in place to help streamline the Cooperative movement to maximize returns to its members. KUSCCO (2010) reports that the Cooperative movement in Kenya has however been plagued by various setbacks that need to be addressed to steer the movement into stability and soundness. The Central Bank of Kenya (2011) financial report, the Cooperative movement in Kenya provided 45% of the Gross Domestic Product (GDP) and the cumulative deposits are above Ksh.200 billion and Ksh.210 billion in assets. The establishment and operation of cooperatives in Kenya are guided by the legislation in the Cooperative Societies Act of 2004. However, over the years' management issues are some of the challenges that confront the Cooperative movement in Kenya. The institutions are facing serious liquidity issues due to the rising cost of capital and most of the Cooperatives are unable to meet the demands of their members' expectations (WOCCU 2008). Ondieki et al (2011) posit that limited managerial skills have also largely affected Cooperatives in the country.

The pertinence of a firm's management in the day-to-day running of an institution cannot be taken for granted. Hambrick and Mason (1984) define management as referring to the practice of forecasting, forming, leading, and monitoring the efforts of the organization members and of using all other organizational assets to accomplish definite organizational objectives. Veerakumaran (2006), views management as 'the powerful energy in cooperative activities that help in realizing concessions among participants, taking into consideration both the needs and the interests of the members, the commercial objectives of the cooperative. For the smooth operation, a Cooperative needs good management to control its day-to-day and long-term undertakings through the administration. In a cooperative, this administration is known as a management committee which is involved in the process of reaching consensus and then ensuring headway with the group's pronouncement. In this aspect management is a critical tool in the execution of strategies and actions which endlessly augment the actions of the cooperatives.

1.2 Statement of the Problem

From extant statistics, the Cooperative Movement in Kenya is estimated to contribute about 47% of the GDP and 34% of the national savings; the extant empirical evidence indicates further that some 63% of the Kenyan populace derive their livelihood either directly or indirectly from Cooperatives. WOCCU (2010), submit that during the year 2011, the cooperative movement reported revenue of about Ksh.50 Billion. We can conclude from this report that the cooperatives have great potential as an economic pillar for the development of the country. The way to sustain the development of these agricultural cooperatives in Kenya has been debatable since the number of cooperatives going into insolvency and hurting the economy is increasing over time (GoK, 2013).

A GoK, 2012 study commissioned by the Ministry of Cooperative Development and Marketing found that from a sample of 220 cooperatives only 3.63% were considered to be sustainable, 35% of cooperatives had an average sustainability score and 78% were considered unsustainable. This report scored the cooperatives based on 3 sets of criteria; the existence of a business plan (50%), the degree of representation (20%), and management (30%). The poor development sustainability of agricultural cooperatives in Kenya has been attributed to management skills by the leadership, among others (Munkner, 2012). It is on this premise that the researcher embarked to establish the determinants of the development of Dairy cooperatives in Kenya with a keen interest in Kiambu County. Could managerial skills be drivers of the development of Dairy Cooperatives in Kenya? This study sought to dive deeper and find out.

1.3 Objective of the Study

The general objective of the study sought to find out how managerial skills affect the development of Dairy Cooperatives in Kiambu County.

II: LITERATURE REVIEW

2.1 Theoretical Framework

This study was based on the Resource-Based Theory. This is a tactic for accomplishing competitive lead that began in the mid-1980s and early 1990s, following major works published by Wernerfelt (1984) (“The Resource-Based View of the Firm”), Prahalad and Hamel (“The Core Competence of The Corporation”), Barney (1991) (“Firm resources and sustained competitive advantage”) and others. Grant (2001) posits that the Resource-Based Theory (RBT), holds that organizations face major challenges in identifying and using resources effectively. In this light, most organizations do not appreciate their resources. This causes such organizations to use such ineffectively.

According to Grant (2001), financial balance sheets, more often than not, fail to present intangible resources and people-based skills. Without mapping out clearly what the resources of an organization entail, it is very hard to use resources effectively. He identifies six classes of resources. These include human, technological, physical, financial, reputation, and, organizational resources. Each of these resources contributes significantly to the profitability of the organization. In line with this current study, the various resources in a Dairy Cooperative could affect the implementation of development projects. This study conceptualizes that the management of cooperatives and other employees play key roles in the development of Cooperatives.

2.2 Empirical Literature Review

Management is the process of planning, organizing, and motivating a group of people. It involves deciding the objectives of the organization and planning how to achieve those objectives (Cole, 2010). Hamisu (2010) conducted a study that matched the time-management skills and academic performance of mature and traditional-entry university students. The goal of the research study was to investigate whether there existed a correlation between time-management skills and academic performance in the university. The results clearly showed that the provision of management skills among the employees is vital to new organization generation. The methodologies used both primary and secondary showed their influence based on results. It was paramount for the executives of all organizations to have technological skill-sets in virtually all advanced and refined products and processing technology which is evolving daily. Innovations and technologies in the organization are bound to be achieved due to this expertise. This will go hand in hand to help with snowballing capacity development and competition with major foreign conglomerates that are expanding daily.

Johnson (2008) researched a missed opportunity for small farmers and land reform beneficiaries in South Africa. He discovered that managerial skills were the chief influence in exerting control over activities and relationships within teams and organizations. Nonetheless, this was inspired by the benefits to be achieved from the performance and the resultant effects of the leader’s performance. Consequently, management skills could also involve transformative learning in leadership improvement that focuses on both critically reflecting on individual behaviors and conventions with effectively generating means of accepting and acting upon the environment (Johnson, 2008).

One of the major roles in strategic planning that determines vision is also played by management skills. Rajan (2009), posits that leadership strategy affects the organization’s management potential and the characteristics of those transformational leaders could cause important changes (Turner et al., 2001). A leader like this can take charge in areas of corporate vision, strategy, and culture while also being able to promote the creativity of new products and technologies in organizations (Bass, 2005). Avolio (2012) did a study on Strategy Implementation at GlaxoSmithKline where it was established that leadership expertise affected successful management, and this was a key component of policy implementation. The essential ingredient is management skills regardless of organizational size although small to medium-sized enterprises hire local managers while larger operations recruited foreign executives to deal with demand and market pressures. Leadership, motivational creativity, and inspiration by sharing the management and company’s vision were characteristics of a good manager. Vision, corporate strategy, and organizational culture were the results of this encouragement process and success creativity.

Riggio,(2011) in his study “The Role of Informal Microfinance Institutions in Saving Mobilization, Investment and Poverty Reduction”, determined that due to capital constraints and family-owned management styles, small to medium-sized businesses contributed an overwhelming majority of the management skills problems affecting the many industries. This resulted in a shortage of knowledge as well as limiting the understanding and introduction of innovations due to a lack of knowledge management. Extant literature reviewed on the use of excellent management skills has shown the importance of internal factors in organizations such as human resource management. However, these studies have

not determined the influence of managerial skills factors on the growth of organizations, especially Cooperative societies. This research is aimed at filling this research gap.

Table 1 A summary of research gaps

Author	Variables relating to the present study	Objective(s) of the study	Findings or recommendations	Research gap (method, context among others)
Hamisu (2010)	Managerial skills	“On time-management skills and academic performance of mature and traditional-entry university students.”	The provision of management skills among the employees is vital to new organization generation.	The study focused on universities. This differs from this study which focuses on dairy cooperatives.
Johnson (2008)	Managerial skills	“ on a missed opportunity for small farmers and land reform beneficiaries in South Africa”	Managerial skills were the chief influence in exerting control over activities and relationships within teams and organizations.	Focused on South Africa and may not expressly relate to Kiambu County in Kenya.
Avolio (2012)	Managerial skills	Strategy Implementation at GlaxoSmithKline	Leadership expertise affected successful management, and this was a key component of policy implementation.	It may not relate to dairy cooperatives in Kiambu County.
Riggio,(2005)	Managerial skills	“The Role of Informal Microfinance Institutions in Saving Mobilization, Investment and Poverty Reduction.”	Determined that due to capital constraints and family-owned management styles, small to medium-sized businesses contributed an overwhelming majority of the management skills problems affecting the many industries.	The study did not determine the influence of managerial skills factors on the growth of organizations, especially Cooperative societies.

III. RESEARCH METHODOLOGY

3.1 Research Design

This study used the descriptive survey design to establish factors affecting the development of Dairy Cooperatives in Kenya with reference to Dairy Cooperatives in Kiambu County. This design was used since it “determines and reports the way things are, describes data and characteristics of the population and phenomenon being studied.” This study is also built on this design since as Cooper and Schindler (2003) assert, “the descriptive study is the one that is concerned with finding out who, what, when, where and how.”

3.2 Target Population

The target population for the study was 59,635 Dairy Cooperative members in Kiambu County (Kiambu County, 2018). This was partly done because Kiambu dairy cooperatives lead in milk production in Kenya (Kenya Dairy Board, 2018). The sample population was 398 members. The targeted population of the study was collated from the various Sub-Counties.

3.3 Sampling Design and Procedures

Using stratified sampling techniques, this study sampled 398 persons from the target population of 59,635 using the simplified sampling formula stipulated by Taro Yamane (Yamane, 1967) at a 0.05 level of precision. As a result, 398 respondents were sampled.

Questionnaires that contained open and closed-ended questions and also the Likert-scale type of questions were administered by the interviewer to collect primary data on the factors affecting the development of Dairy Cooperatives in Kenya.

3.4 Data Analysis

The researcher used quantitative and qualitative data in this research study. As such, quantitative analysis was done using the descriptive statistics aided by the use of SPSS (data analysis application), and qualitative data analysis involved the explanation of information obtained via discussions and explanations of the study findings. In this case, tests such as central tendency (mean), frequencies, percentages, and standard deviation were carried out. A correlation was also carried out to test the relationship between the predictor and response variables.

IV. FINDINGS & DISCUSSIONS

4.1. Findings

The study sought to investigate the influence of technological change on the performance of commercial banks.

4.2 Analysis of Demographic Data

The researcher sought to investigate selected demographic characteristics concerning the study respondents.

4.2.1 Position of Respondents in Cooperative

The dairy cooperative members (respondents) were requested to specify their position in the cooperative and 68% (227) indicated they were just members. Those in managerial and supervisory positions followed at 19.2% and 12.9%. These findings show that various categories of members of the dairy cooperatives participated in the study. This implies that diverse Cooperative membership tends to increase technology adoption, financial access, skills improvement, and reduced transaction costs in accessing inputs and output markets (Mojo, Fischer, & Degefa, 2017). Since this was done proportionately, it was possible to obtain all-rounded information about the subject under investigation. These findings are presented in Figure 1.

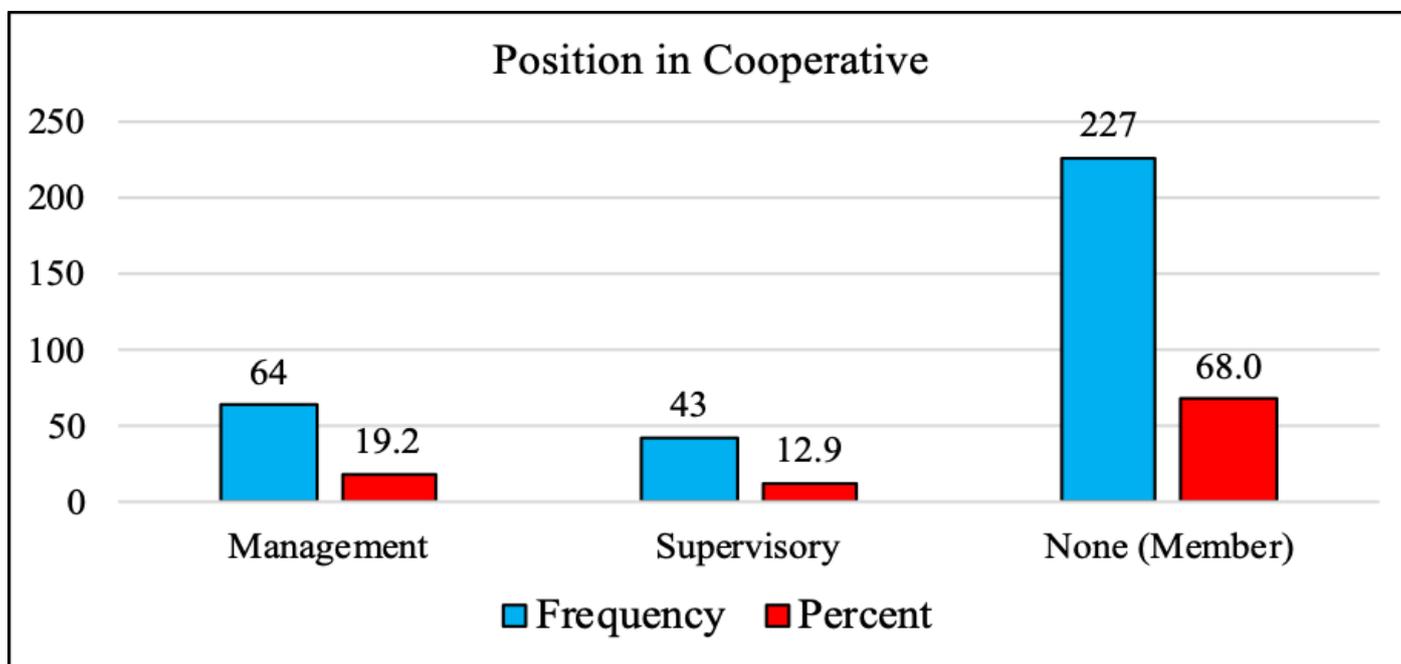


Figure 4.1 Position in Cooperative

4.2.2 Education Levels of Respondents

The study wanted to determine the level of education of the dairy cooperatives members studied. Figure 2, demonstrates that most of the respondents, 44.9% had secondary level education. These were followed by slightly more than a quarter (26.6%) that had college-level education and 21.3% who had university-level qualifications. The least had primary level qualifications at 7.2%. These findings show that the respondents had sufficient education qualifications to make significant contributions to the study.

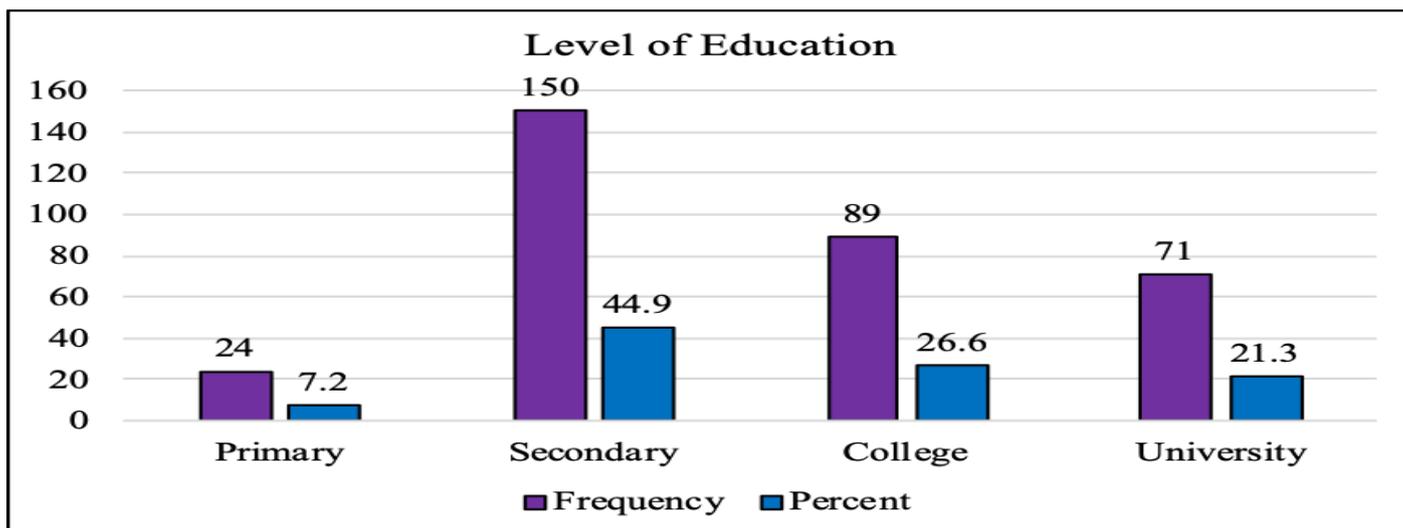


Figure 2 Level of Education

4.2.3 Duration in Dairy cooperatives

The dairy cooperative members (respondents) were asked to indicate the duration of time they had been in the dairy cooperatives. The majority, more than a third of the respondents (36.8%) had been with the dairy cooperatives for 16 to 20 years. These were followed by 29.9% who had been there for 11 to 15 years. All in all, the findings show that 78.1% had been in their dairy cooperatives for over 10 years. This shows that the respondents had been in the dairy cooperatives long enough to understand the factors affecting their development. These findings are shown in Figure 3.

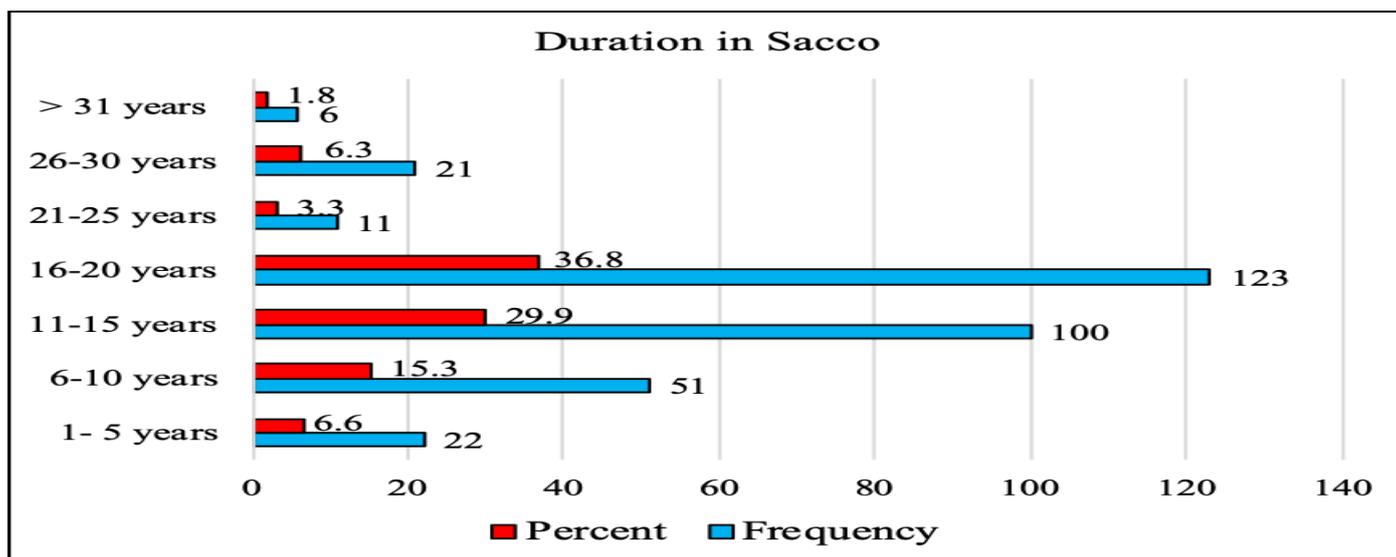


Figure 3 Duration in Dairy cooperatives

4.3.4 Sub-Counties of Respondents

The respondents were asked to indicate the sub-counties within Kiambu County that they came from. As shown in Table 2, most of them came from Githunguri Sub-County at 12.9% while the least came from Kikuyu Sub-County at 3.6%. Since all the sub-counties targeted in the study were represented, the findings obtained could paint a balanced picture of the subject under investigation.

Table 2 Sub-Counties of Respondents

Sub-County	Frequency	Percent
Githunguri	43	12.9
Gatundu South	41	12.3
Gatundu North	34	10.2
Kiambu Town	34	10.2
Lari	34	10.2
Limuru	33	9.9
Ruiru	31	9.3
Kabete	22	6.6
Kiambaa	22	6.6
Juja	15	4.5
Thika Town	13	3.9
Kikuyu	12	3.6
Total	334	100

4.4 Managerial Skills and Leadership

The study went on to investigate the influence of managerial skills and leadership on the development of the Dairy Cooperatives in Kiambu County. With weighted means of 5 for all statements, the respondents tended to strongly agree with all the statements presented to them. To begin with, the respondents strongly agreed that the adoption of good management and leadership practices affected the development of the dairy Cooperative (63.5%). This is in line with Turner and Simister (2001) who posit that good management was linked to the success of organizations. In this regard, it was pertinent to have management teams that could expertly direct their firms.

The respondents also strongly agreed that the quality of the employees recruited by the management Committee determined the development of the dairy Cooperative (65.0%). In this light, it was pertinent to have quality employees to enhance the achievement of the activities of the firm (Hamisu, 2010). By strongly agreeing (60.8%) the respondents also opined that the ability of the management to ensure equitable deployment and manipulation of human resources, financial resources, technological resources, and natural resources enhanced the development of the dairy cooperative. This agrees with Riggio (2005) who argues that managerial capacities to deploy the requisite resources could enhance the performance of organizations. This shows that deploying experience managers can have a positive effect on the performance of dairy cooperatives. Lastly, the respondents strongly agreed (72.2%) that the experiences of the managers of the dairy Cooperative influenced their abilities to match development projects with available resources. This also agrees with Riggio (2005) who underlines the importance of experience in the success of an organization. It is thus evident that the success of dairy cooperatives was pegged to the quality of management and the leadership they offered.

Table 3 Managerial Skills and Leadership

	1	2	3	4	5	
Statement	%	%	%	%	%	Mean
a) Good management committee ensures proper management of Cooperative resources	0.0	0.3	3.3	39.2	57.2	5
b) The adoption of good management and leadership practices affect the development of the Dairy Cooperative	0.3	0.6	0.0	35.6	63.5	5
c) The quality of the employees recruited by the management Committee determines the development of the Dairy Cooperative	0.0	0.0	0.3	34.7	65.0	5
d) The ability of the management to ensure equitable deployment and manipulation of human resources, financial resources, technological resources, and natural resources enhances the development of the Dairy Cooperative	0.0	0.0	0.0	39.2	60.8	5
e) The experiences of the managers of the Dairy Cooperative influence their abilities to match development projects with available resources	0.0	0.0	0.6	27.2	72.2	5
N=334						

The respondents were asked to explain other ways in which management skills and leadership affected the development of the Dairy cooperative. The findings show that the expertise of the management affected the quality of

management decisions. It also affected the level to which these decisions could be implemented. Good leadership also contributed to the deployment of competent employees. It also affected efficiency in resource utilization; which agrees with Turner et al. (2001) who agreed. Managerial skills also affected the quality of relationships between the dairy cooperatives and members. It was thus evident that there was an undeniable link between managerial skills and leadership and the development of dairy cooperatives.

4.5 Development of Dairy Cooperatives

The study went on to investigate the extent of the development of Dairy Cooperatives in Kiambu County. Regarding the development of dairy, cooperatives mixed results were obtained with means ranging from 2 (disagree) to 5 (strongly agree) obtained. To begin with, Most of the respondents strongly agreed (66.2%) that there were instances in which the high cost of finance stalled development projects before the conclusion. This is in line with Henry and Schimmel (2011) who points out that high cost affected the success of organizations'. The majority of the respondents also strongly approved (63.2%) that the Dairy Cooperative faced management-related challenges in implementing development projects. Also, 60.2% strongly agreed that sometimes, technology apathy affected the development of the Dairy Cooperatives. This corroborates the findings of Develtere, et al. (2008) who posits that managerial problems affected the success of Dairy cooperatives. Almost half (49.1%) of the respondents agreed that their technology adoption was usually in time to be competitive. Another close to a third (35.6%) the highest number agreed that their stakeholders/members were usually satisfied with the development projects they undertook. This could lead to further support and success of the projects as posited by Francesconi and Heerink (2010). Another close to half (49.4%) agreed that high costs of technology hardware and software affected the development of the Dairy Cooperative.

When asked if their development projects were usually completed within the estimated budget costs, most of the respondents (35.6%) said that they were not sure. This was an indication of success in the implementation of the projects since timeliness was a key indicator of the success in projects (Hamisu, 2010). Also, most of the respondents pointed out that they were not sure (39.5%) that their development projects usually yielded the desired returns. This is in line with Avolio (2012) who posits that the success of projects is pegged on their ability to realize the expected outcomes. Lastly, more than half of the respondents (52.7%) disagreed that there was evidence that their development projects were sustainable because they are undertaken based on qualitative market research. This shows that often, projects were undertaken without prior research on their suitability.

Table 4 Development of Dairy Cooperatives

	1	2	3	4	5	Mean
Statement	%	%	%	%	%	
a) Our technology adoption is usually in time in-order to be competitive	3.3	3.9	14.1	29.6	49.1	4
b) Our development projects are usually completed within the estimated budget costs	5.4	16.2	35.6	22.8	20.1	3
c) Our stakeholders/Members are usually satisfied with the development projects we undertake	6.6	16.2	11.4	30.2	35.6	4
d) Our development projects usually yield the desired returns	25.4	39.5	3.3	16.5	15.3	3
e) There is evidence that our development projects are sustainable because they are undertaken based on quality market research	26.0	52.7	0.9	13.5	6.9	2
f) There are instances in which the high cost of finance stall development projects before conclusion	0.0	0.3	3.3	30.2	66.2	5
g) The Cooperative faces management related challenges in implementing development projects	0.0	0.3	2.7	33.8	63.2	5
h) Sometimes technology apathy affects the development of the Dairy Cooperative	0.0	0.3	6.3	33.2	60.2	5
i) The high cost of technology hardware and software affects the development of the Dairy Cooperative.	0.6	0.9	20.1	29.0	49.4	4
N=334						

4.5.2 Development of Dairy Cooperatives according to Open-Ended Questions

The responders were presented with the question, "in which other ways can you rate the success of the development of the Dairy Cooperative?" The responses obtained show that the performances of cooperatives were very divergent. While some cooperatives were doing well by expanding their client bases and opening new branches, other was not doing so well. This was attributable to market forces such as competition as well as internal challenges in the

cooperative. If the cooperative was poorly managed, its efficiency was compromised. Loss of resources through corruption could also set in, leading to poor development. This agrees with Mwakajumulo (2011) as well as Maghimbi (2010) who posit that poor management led to embezzlement of funds. It was thus pertinent to have managers with high integrity.

The respondents were also presented with the question, “In which ways can the development of Dairy Cooperatives be enhanced?” The responses obtained show that there were various ways in which this could be achieved. This included employing competent and experienced managers as recommended by Turner et al. (2001). The training was also necessary to enhance the capacity of the employees as posited by Barney and Clark (2007). There was a need to carry out thorough research before starting projects to understand their riskiness and put in place the requisite strategies to ensure that their success was ensured. Partnerships with microcredit were also recommended since they could avail of low-cost credit. Member participation should also be strengthened and embedded in all management processes of the Saccos to enhance their support of projects.

4.6 Correlation Analysis

Pearson correlation shows that there was a statistically significant relationship between managerial skills & leadership ($r=0.156$, $p<0.001$) and the development of dairy cooperatives. These findings show that technology adoption showed the strongest relationship with the development of dairy cooperatives. This was followed by members’ participation, access to finance, and managerial skills and leadership in that order. Table 5 Pearson Correlation Analysis

Table 5 Pearson Correlation

Correlations		
		Managerial Skills & Leadership
	Sig. (2-tailed)	.213
Development of Dairy Cooperatives	Pearson Correlation	.156**
	Sig. (2-tailed)	.004

** . Correlation is significant at the 0.01 level (2-tailed).

N=334

V. CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The findings show that managerial skills had a significant influence on the development of dairy cooperatives. This is evidenced by a positive and statistically significant relationship between managerial skills & leadership ($r=.156$, $p<0.001$) and the development of dairy cooperatives. These findings lead to the conclusion that the kind of managerial skills and leadership in dairy cooperatives affected their development. The skills deployed by the managerial team would thus determine the level of development in dairy cooperatives.

5.2 Recommendations

There is a need for dairy Cooperatives to have robust management teams staffed with highly competent and experienced managers. The integrity of the firms should be established and regularly assessed to avoid corruption and mismanagement of the finances. Training is also necessary to enhance the capacity of managers and employees. This could be done in-house or sponsored by institutions of learning.

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