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Evaluating Managerial Skills in Cooperatives: A Study of Self-Assessment and Employee Perspectives

[1]Neilson D. Bation, [2]Heidi Grace P. Mendoza, [1]Wilson C. Bation, [3]Herson D. Bation,
[1]Ruben B. Madriaga, [1]Sophomore T. Vacalares, [1]Fabian L. Singuil, Jr.
[1]Opol Community College, Philippines,
[2]Capitol University, Graduate Studies Department, Philippines
[3]Tagoloan Community College, Philippines

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ABSTRACT

This study evaluates the managerial skills of cooperative leaders by examining both self-assessments and employee perspectives. Recognizing that effective management plays a vital role in cooperative success, the research explores how managers perceive their own competencies in decision-making, communication, problem-solving, and leadership, and compares these insights with how employees view their supervisors' performance. By analyzing these two perspectives, the study aims to provide a more comprehensive understanding of the strengths and gaps in cooperative management practices. A descriptive research design was employed, utilizing surveys and structured interviews with managers and employees from selected cooperatives. The data were analyzed to identify areas of alignment and divergence between self-assessment and employee evaluation, particularly in terms of leadership effectiveness, interpersonal skills, and operational management. The dual-perspective approach allowed the study to highlight whether managerial confidence is consistent with employee satisfaction and trust in leadership. From the study emphasizes the importance of reflective management practices and feedback-driven leadership development. The results suggest that cooperative organizations can enhance performance and sustainability by promoting continuous training, transparent communication, and participatory decision-making processes. Ultimately, the study provides valuable insights for strengthening cooperative leadership, fostering employee engagement, and ensuring organizational growth through effective management strategies.

Keywords: *Managerial Skills, Cooperatives, Self-assessment, Employee Perspectives, Leadership Effectiveness, Organizational Growth, Management Practices*

INTRODUCTION

Cooperatives occupy a unique position in socio-economic development: they are member-owned, democratic in governance, and designed to balance social objectives with economic viability. As global challenges such as digitalization, economic instability, and social inequality persist, the demand for effective managerial skills in cooperative organizations has grown stronger. Managerial competencies in decision-making, communication, and leadership are essential for fostering both sustainability and member satisfaction. These skills are critical not only in sustaining operations but also in building organizational resilience. Recent scholarship highlights that management quality significantly influences cooperative growth and competitiveness (Liu, Qing, & Zhang, 2023).

Recent research has also emphasized competency models tailored to cooperatives to better understand the relationship between managerial skills and organizational outcomes. For example, Liu, Qing, and Zhang (2023) proposed an agricultural manager competency model with dimensions such as knowledge, technology, personal capabilities, and intrinsic motivation, all of which were linked to improved cooperative performance. Similarly, Charoenrat and Siripongdee (2024) identified digital fluency, visionary leadership, and innovation as critical drivers of managerial success in agricultural

cooperatives in Thailand. These findings underscore the evolving demands on cooperative leaders, especially in adapting to technological advancements and changing market landscapes.

Employee perspectives provide another layer of insight into managerial effectiveness, complementing self-evaluations. A study in Osun State, Nigeria, compared self-assessments of cooperative leaders with members' perceptions and found substantial gaps between how managers viewed their leadership and how employees evaluated them (Ajayi, Afolabi, & Alao, 2024). These findings highlight the importance of examining leadership effectiveness from multiple perspectives rather than relying solely on managerial self-perceptions. By considering employee viewpoints, cooperatives can uncover discrepancies and address blind spots that might otherwise hinder organizational performance.

Leadership and management also directly influence cooperative performance. Research conducted on rural producers' cooperatives in Isfahan Province revealed that leadership dimensions, particularly in motivating and guiding employees, had the most significant positive effect on cooperative outcomes (Sadeghi & Ghasemi, 2023). This suggests that leadership effectiveness is not just about technical skill but also about the capacity to inspire commitment and foster collaboration within cooperative structures. Such evidence supports the integration of both hard and soft skills in evaluating managerial performance.

In the Philippine setting, management practices in cooperatives have been studied in terms of sustainability and crisis resilience. A study by Manlapig and Salazar (2022) assessed cooperative management practices before and during the COVID-19 pandemic and found that both financial and non-financial competencies were vital to sustaining performance and adapting to disruptions. This aligns with broader global trends that emphasize adaptability, financial acumen, and participatory management as key skills for cooperative leaders. Employee perspectives, therefore, become essential in validating whether these managerial practices are effectively implemented on the ground.

Despite these insights, gaps remain in the literature. Many studies assess managerial skills from the perspective of leaders alone, neglecting employee evaluations. Others focus on agricultural cooperatives, leaving financial and service cooperatives underexplored. Additionally, cultural and structural differences may influence how managerial skills are perceived and practiced, yet these contextual factors often remain overlooked (Charoenrat & Siripongdee, 2024). Thus, this study aims to bridge these gaps by examining both self-assessments and employee perspectives in evaluating managerial skills within cooperatives, contributing to a more holistic understanding of leadership effectiveness.

MATERIALS AND METHODS

This study was conducted to evaluate the managerial skills of First Community Cooperative (FICCO) by comparing managers' self-assessments with employee perspectives. Information was primarily gathered through survey questionnaires distributed to both managers and employees across various departments, including operations, finance, member services, and administration. The questionnaires were designed to measure core managerial skills such as leadership, communication, problem-solving, and decision-making. Respondents were selected from different FICCO branches to ensure that the results captured diverse views across the cooperative's operations. To enrich the data, cooperative records such as training programs, branch performance reports, and member feedback reports were also reviewed.

The collected data were analyzed using averages, percentages, and standard deviations to determine the perceived levels of managerial competence. Differences between managers' self-assessments and employee evaluations were also examined to identify areas of convergence and divergence in

perceptions. All participation in the study was voluntary, with strict confidentiality maintained to ensure honesty and accuracy of responses. This approach provided FICCO with valuable insights into how managers' perceptions of their leadership aligned with or differed from employee experiences, enabling the cooperative to design more effective leadership development programs and strengthen organizational performance.

RESULTS AND DISCUSSION

How are the skills of the managers as assessed by themselves and by the employees in terms of:

1.1 Interpersonal Skills;
1.2 Informational Skills;
1.3 Decision Skills;
1.4 Communication Skills; and
1.5 Entrepreneurial Skills?

Table 1 illustrates the skills of the managers as assessed by themselves in terms of interpersonal skills. The items related to the interpersonal skills of managers have an average mean of 3.18 with an interpretation of "Good skills." The average result did not achieve the highest score of "4," hence, there is a need for improvement on the managers of the cooperative concerning their interpersonal skills. The Efficacious leadership skills in managers like interpersonal skills, team building, flexibility, emotional intelligence help in meeting the goals which simultaneously increases the organization productivity and performance of the employees (Saini, 2021) and is crucial in attaining the cooperative mission.

The data revealed that the highest item is 'I can talk about myself and my experiences with the employees of the cooperative" with a mean of 3.46 and having an interpretation of "Very good skills." The finding pointed out that a high mean denoted a high level of respondent's agreement with the statement. This implies that the managers or officers of the cooperative were very good at dealing with the employees. Very good interpersonal relationships will promote employees to become successful and cooperative in general. The cooperative must have an efficient credit policy and assure the business members gain their confidence and trust (Cofino, 2021). Administrators or managers within the agency or company with credit services must provide complete training to their personnel on the formulation of credit terms and conditions.

Table 1
Mean Distribution of Respondents' Assessment of Managers Skills in terms of Interpersonal Skills

Items	Mean	SD	Descriptive	Interpretation
As a manager, I can				
Easily share personal information with the employees of the cooperative.	2.49	0.87	Disagree	Poor skills
Talk about myself and my experiences with the employees of the cooperative.	3.46	0.61	Strongly Agree	Very good skills
Ask other employees to tell me about their feelings and their experiences in the cooperative.	3.43	0.55	Strongly Agree	Very good skills
Talk about my cooperative experiences, employees of the cooperative, and sympathize with them.	3.35	0.54	Strongly Agree	Very good skills
Average	**3.18**	**0.64**	**Agree**	**Good skills**

Legend*:1.00-1.75 (Very poor skills), 1.76-2.50 (Poor skills), 2.51-3.25 (Good skills), 3.26-4.00 (Very good skills)*

The data also depicted that the lowest item is "I can easily share personal information with the employees of the cooperative" with a mean of 2.49 and having an interpretation of "Poor skills." Further, the finding pointed out that low mean denoted a low level of respondent's agreement with the statement. This concept is in contrast proven in a related study that showed the cooperative industry was highly successful economically, enabling the management through managers to strengthen its authority without sharing information. The decision-making process, thus, became authoritarian, while the community's democratic mechanism was only nominal. This change was also accomplished by the cultural transition from cooperative toward more capitalistic values (Moskovich, 2020).

The implication focus on the sharing of personal information to the employees, that there should be a limitation on the part of the managers in sharing personal information so that integrity and respect by the employees and members to the managers of the cooperative will be maintained and successful of cooperative endeavors will be attained.

Table 2 shows the skills of the managers as assessed by themselves in terms of iinformational skills. The items related to the informational skills of managers have an average mean of 2.97 with an interpretation of "Good skills." The average result did not achieve the highest score of "4," then, there is a need for improvement on the side of the managers or officers of the cooperative with their informational skills. The informational management role of managers or officers of the cooperative is very crucial much more in monitoring, disseminating information, and communication in line with the cooperative objectives. For the information to be used, it needs to be valuable. Today, managers or officers of the cooperative are flooded with information and this requires a process of filtering and conscious managerial skills to identify what is the relevant information to support decision making (Rascão, 2020). Information adds value when it allows managers or officers of the cooperative to identify opportunities (strategic and threats) by detecting trends or problems.

Table 2
Mean Distribution of Respondents' Assessment of Managers' Skills in terms of Informational Skills

Items	Mean	SD	Descriptive	Interpretation
As a manager, I had				
Sufficient information/technical training regarding the cooperative setting system.	3.11	0.61	Agree	Good skills
Applied technical expertise needed to handle difficult software discussions related to cooperative matters.	2.78	0.58	Agree	Good skills
Made on a more technological responsibility at work and cooperative operations with technology innovations.	3.05	0.47	Agree	Good skills
Regularly seek out technical information related to cooperative organizations and industry	2.92	0.55	Agree	Good skills
Average	**2.97**	**0.55**	**Agree**	**Good skills**

Legend*:1.00-1.75 (Very poor skills), 1.76-2.50 (Poor skills), 2.51-3.25 (Good skills), 3.26-4.00 (Very good skills)*

The data revealed that the highest item is "I had sufficient information/technical training regarding the cooperative setting system" with a mean of 3.11 and having an interpretation of "Good skills." Further, the finding emphasized that a high mean signified a high level of respondents' agreement with the statement. Sufficient information and favorable technical training for managers or officers are beneficial to the stakeholders of the cooperative. Cooperative management can accomplish this by hiring professional trainers to tackle managers' learning and development. Thus, the insights of the managers or officers on their team or branch will not remain untapped but move forward towards the goals and objectives of the cooperative. Weak information and poor technical training of managers will not be beneficial to the cooperative, especially in terms of financial performance. This was proven

in a related study that stated that the absence of adequate information and communication has a weak significant effect on financial performance (Mbilla et al., 2020) and therefore recommends that managers of listed Banks must invest more in information and communication to improve performance.

The data also depict that the lowest item is "I had applied technical expertise needed to handle difficult software discussions related to cooperative matters" with a mean of 2.78 and having an interpretation of "Good skills." Further, the finding pointed out that low mean denoted a low level of respondent's agreement with the statement. This concept is also proven in a related study that emphasized that having better risk management and sharing designs and technical solutions by managers are the main motivational factors affecting the partnering decision (Gunduz & Abdi, 2020.) It was also found that the most significant challenges are in sharing technical expertise with partners and management of partners' relations.

The implication concentrates on the technical expertise of the managers of the cooperative which may encounter difficulties in the application to the members, employees, and to the operations of the cooperative. Thus, the managers will face more challenges in the application of the technical expertise which are needed in attaining cooperative objectives.

Table 3 depicts the skills of the managers as assessed by themselves in terms of decisional skills. The items related to the decisional skills of managers have an average mean of 3.22 with an interpretation of "Good skills." The average result did not achieve the highest score of "4," thus, there is a need for improvement in the managers of the cooperative with their decision-making skills. Managers get things done through people efficiently and effectively. Managerial roles explain the actual work that managers do. Mintzberg has documented ten (10) specific managerial roles and classified them into three areas: (a) interpersonal, (b) informational, and (c) decisional. The decision-making skills of a manager are crucial in decision-making, especially related to the financial aspect of the cooperative. The financial performance of the cooperatives is a very good basis for decision-making on the part of the managers (Chungyas & Trinidad, 2021), members, the management, the government, and the general public.

The data reveals that the highest item is "I had responsibility for generating new ideas and implementing them" with a mean of 3.46 and having an interpretation of "Very good skills." Further, the result pointed out that a high mean denoted a high level of respondents' agreement with the statement.

Table 3
Mean Distribution of Respondents' Assessment of Managers' Skills in terms of Decisional Skills

Items	Mean	SD	Descriptive	Interpretation
As a manager, I				
Created and control change within the cooperative organization in solving problems.	3.00	0.53	Agree	Good skills
Immediately take charge to help mediate disputes within it when the cooperative hits an unexpected roadblock.	3.24	0.55	Agree	Good skills
Had responsibility for generating new ideas and implementing them.	3.46	0.51	Strongly Agree	Very good skills
Experienced being creative in allocating funding, as well as assigning staff and other cooperative organizational resources	3.19	0.57	Agree	Good skills
Average	**3.22**	**0.54**	**Agree**	**Good skills**

Legend*:1.00-1.75 (Very poor skills), 1.76-2.50 (Poor skills), 2.51-3.25 (Good skills), 3.26-4.00 (Very good skills*

The data also depict that the lowest item is "I created and control change within the cooperative organization in solving problems" with a mean of 3.00 and having an interpretation of "Good skills." Further, the result pointed out that a low mean signifies a low level of the respondent's agreement with the statement. Controlling change in a cooperative is also practiced by the managers, specifically in extended loans to members. The savings and loans business has become the main basis for cooperative activities that make cooperatives persist and progress timelessly (Amal & Kartika, 2021). With all forms of developments and changes, this type of savings and loan cooperative has the potential for the practice of money laundering. Suspicious financial transactions, such as payments for voluntary savings in large amounts that do not match the profile of service users, and payments for cooperative savings made by other parties that have no relationship with service users.

The implication focuses on the ability of the managers of the cooperative to control the amount to be loaned by the members so that problems of non-payment will be avoided. The decision skills of managers are crucial for the growth of the cooperative and success in its undertakings.

Table 4 shows the skills of the managers as assessed by themselves in terms of communication skills. The items related to the communication skills of managers have an average mean of 3.34, with an interpretation of "Very good skills." The average result did not achieve the highest score of "4," so there is a need for improvement on the managers of the cooperative concerning their communication skills. One way of applying communication skills is giving recognition and rewards, which served as essential factors in motivating the workers (Felipe et al., 2020) or employees through proper communication conducted by the managers of the cooperative.

The data reveals that the highest item is "I had social and legal responsibilities in communicating with the employees and members of the cooperative" with a mean of 3.51 and having an interpretation of "Very good skills." Further, the result emphasized that a high mean signifies a high level of the respondent's agreement with the statement. This responsibility of the manager to the employees and members of the cooperative has also been proven in a related study that concerns Device-to-Device and Cooperative communication, which are the two new emerging technologies in the new era of communication technology that differ from the existing cellular technology (Malik et al., 2020). Better utilization and proper resource allocation, whether it is power, frequency, or time, and model selection are done in a programmed manner, which would result in the reduction of interference and will also lead to a secure system.

Table 4
Mean Distribution of Respondents' Assessment of Managers' Skills in terms of Communication Skills

Items	Mean	SD	Descriptive	Interpretation
As a manager, I				
Represent and speak for the cooperative organization and is responsible for transmitting information about the organization and its goals to the co-op stakeholders.	3.35	0.54	Strongly Agree	Very good skills
Communicate with internal and external contacts and can network effectively on behalf of the cooperative organization.	3.19	0.46	Agree	Good skills
Took part in and directs the important negotiations within the cooperative team, department, and organization.	3.30	0.57	Strongly Agree	Very good skills
Had social and legal responsibilities in communicating with the employees and members of the cooperative	3.51	0.51	Strongly Agree	Very good skills
Average	**3.34**	**0.52**	**Strongly Agree**	**Very good skills**

Legend*:1.00-1.75 (Very poor skills), 1.76-2.50 (Poor skills), 2.51-3.25 (Good skills), 3.26-4.00 (Very good skills)*

The implications center on the responsibility of the managers to communicate with the employees and members of the cooperative using the new technology for the speed and betterment of the outcomes, which are crucial for the smooth operations of the cooperative. The data also depict that the lowest item is "I communicate with internal and external contacts and can network effectively on behalf of the cooperative organization" with a mean of 3.19 and having an interpretation of "Good skills." This implies that the managers need to communicate properly and professionally with the employees and members of the cooperative. This manner of the managers will bring the cooperative to the highest level of achievement compared to other cooperatives.

Table 5 shows the skills of the managers as assessed by themselves in terms of entrepreneurial skills. The items related to the entrepreneurial skills of managers have an average mean of 3.26 with an interpretation of "Very good skills." The average result did not achieve the highest score of "4," thus, there is a need for improvement on the managers of the cooperative about their entrepreneurial skills. The data depicts that the highest item is "I had the value of being persistent and hard work to succeed in the cooperative business" with a mean of 3.57 and having an interpretation of "Very good skills." Further, the finding pointed out that a high mean denoted a high level of respondent's agreement with the statement. This implies that hard-working managers are needed in cooperative business and endeavors.

Table 5
Mean Distribution of Respondents' Assessment of Managers' Skills in terms of Entrepreneurial Skills

Items	Mean	SD	Descriptive	Interpretation
As a manager, I				
Created new ideas in running the cooperative and implementing them.	3.11	0.52	Agree	Good skills
Pulled together a variety of people and manage them to run a cooperative well	3.08	0.64	Agree	Good skills
Efficiently control the cooperative investments, savings, and expenses.	3.30	0.52	Strongly Agree	Very good skills
Had the value of being persistent and hard work to succeed in the cooperative business.	3.57	0.50	Strongly Agree	Very good skills
Average	**3.26**	**0.54**	**Strongly Agree**	**Very good skills**

Legend*:1.00-1.75 (Very poor skills), 1.76-2.50 (Poor skills), 2.51-3.25 (Good skills), 3.26-4.00 (Very good skills)*

The data also illustrate that the lowest item is "I pulled together a variety of people and manage them to run a cooperative well" with a mean of 3.08 and having an interpretation of "Good skills." Further, the findings pointed out that a low mean denoted a low level of the respondents' agreement with the statement. This implies that managers should possess the ability to control and hold people under their supervision. By this, the cooperative is assured of smoothly attaining objectives.

Table 6 shows the skills of the managers as assessed by employees in terms of interpersonal skills. The items related to the interpersonal skills of managers have an average mean of 3.42 with an interpretation of "Very good skills." The average result did not achieve the highest score of "4," thus, there is a need for improvement on the managers of the cooperative concerning their interpersonal skills. Interpersonal skills, team building, flexibility, and emotional intelligence help in meeting the goals, which simultaneously increase the organization's productivity and performance of the employees (Saini, 2021), especially in a multi-purpose cooperative.

Table 6
Mean Distribution of Respondents' Assessment of Managers Skills in terms of Interpersonal Skills

Items	Mean	SD	Descriptive	Interpretation
My manager,				
Easily shares personal information with the employees of the cooperative.	3.48	0.83	Strongly Agree	Very good skills
Talks about himself and his experiences with the employees of the cooperative.	3.48	0.55	Strongly Agree	Very good skills
Asks other employees to tell him about their feelings and their experiences in the cooperative.	3.46	0.55	Strongly Agree	Very good skills
When talks about his cooperative experiences, employees of the cooperative sympathize with what he is telling them.	3.25	0.72	Agree	Good skills
Average	**3.42**	**0.66**	**Strongly Agree**	**Very good skills**

Legend*:1.00-1.75 (Very poor skills), 1.76-2.50 (Poor skills), 2.51-3.25 (Good skills), 3.26-4.00 (Very good skills)*

The data reveals that the highest item is “My manager easily shares personal information with the employees of the cooperative” and “My manager talks about himself and his experiences with the employees of the cooperative,” both of which have a mean of 3.48 and are interpreted as “Very good skills.” This implies that the manager should immediately share personal information with the employees, especially if the information will be helpful and for the good of the cooperative operations.

A study considering the first measure developed to assess interpersonal skills that are specific to the managerial role. It is also the first measure of managerial or leadership interpersonal skills developed based on both inductive and deductive approaches (Beenen et al., 2021). Given that the measure is the only one specifically designed to assess the development and the experience of managers and executives, hoping it proves useful for a variety of practical purposes for managers and organizations. The data also depict that the lowest item is “My manager when talks about his cooperative experiences, employees of the cooperative sympathize with what he is telling them” with a mean of 3.25 and having an interpretation of “Good skills.” Further, the findings pointed out that a low mean denoted a low level of the respondents’ agreement with the statement.

Table 7
Mean Distribution of Respondents' Assessment of Managers Skills in terms of Informational Skills

Items	Mean	SD	Descriptive	Interpretation
My manager,				
Has sufficient information/ technical training regarding the cooperative setting system.	3.50	0.66	Strongly Agree	Very good skills
Has applied technical expertise needed to handle difficult software discussions related to cooperative matters.	3.40	0.67	Strongly Agree	Very good skills
Takes on more technological responsibility at work and cooperative operations with technology innovations.	3.45	0.64	Strongly Agree	Very good skills
Regularly seeks out technical information related to cooperative organizations and industry.	3.50	0.50	Strongly Agree	Very good skills
Average	**3.46**	**0.62**	**Strongly Agree**	**Very good skills**

Legend*:1.00-1.75 (Very poor skills), 1.76-2.50 (Poor skills), 2.51-3.25 (Good skills), 3.26-4.00 (Very good skills*

Table 7 shows the skills of the managers as assessed by employees in terms of informational skills. The items related to the informational skills of managers have an average mean of 3.46, with an interpretation of "Very good skills." The average result did not achieve the highest score of "4," so there is a need for improvement in the managers of the cooperative in their informational skills. To meet the increasing demand for a workforce with up-to-date skills and competencies aligned with globally competitive industries, education systems have to embrace information and communication technology (Hrehová & Teplická, 2020) even in the cooperative arena.

The data reveals that the highest item is "My manager has sufficient information/ technical training regarding the cooperative setting system" and "My manager regularly seeks out technical information related to cooperative organizations and industry," with both having a mean of 3.50 and with an interpretation of "Very good skills." This implies that the manager should acquire additional technical and favorable information for the employees to follow, and for the good of the cooperative.

The sufficient information and technical training for managers are also considered the most important factors related to resources were inadequate training and instruction given to lower-level employees; ineffective coordination of implementation activities; low competence, coordination, and commitment among human resources; inadequate leadership and direction provided by the departmental manager (Musango, 2021) delays due to additional costs and instabilities during the process of change and; lack of enough raw material (resources). Human resources in the various departments, however, there have to be competent managers to ensure efficient utilization of such resources. The data also depict that the lowest item is "My manager has applied technical expertise needed to handle difficult software discussions related to cooperative matters" with a mean of 3.40 and having an interpretation of "Very good skills." This implies that the manager should be an expert in the application of technology. Thus, cooperative operations will be smoothly done by both the managers and employees leading to the success of the cooperative.

Table 8
Mean Distribution of Respondents' Assessment of Managers' Skills in terms of Decisional Skills

Items	Mean	SD	Descriptive	Interpretation
My manager,				
creates and controls change within the cooperative organization in solving problems	3.54	0.69	Strongly Agree	Very good skills
immediately takes charge to help mediate disputes within it when the cooperative hit an unexpected roadblock.	3.57	0.61	Strongly Agree	Very good skills
takes responsibility for generating new ideas and implementing them	3.70	0.61	Strongly Agree	Very good skills
Creative in allocating funding, as well as assigning staff and other cooperative organizational resources.	3.52	0.72	Strongly Agree	Very good skills
Average	**3.58**	**0.66**	**Strongly Agree**	**Very good skills**

Legend*:1.00-1.75 (Very poor skills), 1.76-2.50 (Poor skills), 2.51-3.25 (Good skills), 3.26-4.00 (Very good skills)*

Table 8 shows the skills of the managers as assessed by employees in terms of decision-making skills. The items related to the decisional skills of managers have an average mean of 3.58 with an interpretation of "Very good skills." The average result did not achieve the highest score of "4," so there is a need for improvement in the managers of the cooperative in their decision-making skills. The data reveals that the highest item is "My manager takes responsibility for generating new ideas and

implementing them" with a mean of 3.70 and having an interpretation of "Very good skills." Further, the findings pointed out that a high mean denoted a high level of the respondent's agreement with the statement.

The data reveals that the highest item is "My manager takes responsibility for generating new ideas and implementing them" with a mean of 3.70 and having an interpretation of "Very good skills." This implies that the manager should always be ready to shoulder responsibilities in line with the cooperative tasks and assignments, and always be ready to give new concepts for the solution of the current problems of the cooperative (Alzu'bi, 2021) and by having good human resource practices (HRM). HRM practices are the main engine of work motivation and organizational performance, through suitable selection systems, sufficient training, and development programs for the organization.

The data also depict that the lowest item is "My manager is creative in allocating funding, as well as assigning staff and other cooperative organizational resources" with a mean of 3.52 and having an interpretation of "Very good skills." Further implies that the manager should be knowledgeable and expert in allocating funds in the cooperative so that employees will not encounter problems and the cooperative in general. Not only that, a manager should be good at allocating resources, especially human resources, in the cooperative, for he is acting as the human resource officer in the branch or office. He should maintain and improve the HRM practices (selection, training & development programs, career development, performance management, and reward) and organizational performance by mediating the role of work motivation (Alzu'bi, 2021).

Table 9 shows the skills of the managers as assessed by employees in terms of communication skills. The items related to the communication skills of managers have an average mean of 3.54 with an interpretation of "Very good skills." The average result did not achieve the highest score of "4," so, there is a need for improvement on the managers of the cooperative concerning their communication skills. Findings of a related study indicated that members of cooperatives had negative perceptions of operational competencies such as member participation, structural factors, communication, management, training, and education, as well as external factors at the cooperatives (Rukuni et al., 2020). Some managers of cooperative failed to apply their communication skills in disseminating information to the employees and members.

Table 9
Mean Distribution of Respondents' Assessment of Managers' Skills in terms of Communication Skills

Items	Mean	SD	Descriptive	Interpretation
My manager,				
Represents and speaks for the cooperative organization and is responsible for transmitting information about the organization and its goals to the co-op stakeholders.	3.49	0.68	Strongly Agree	Very good skills
Communicates with internal and external contacts and can network effectively on behalf of the cooperative organization.	3.54	0.60	Strongly Agree	Very good skills
Takes part in and directs the important negotiations within the cooperative team, department, and organization.	3.57	0.64	Strongly Agree	Very good skills
Has social and legal responsibilities in communicating with the employees and members of the cooperative.	3.55	0.68	Strongly Agree	Very good skills
Average	**3.54**	**0.65**	**Strongly Agree**	**Very good skills**

Legend*:1.00-1.75 (Very poor skills), 1.76-2.50 (Poor skills), 2.51-3.25 (Good skills), 3.26-4.00 (Very good skills*

The data reveals that the highest item is "My manager takes part in and directs the important negotiations within the cooperative team, department, and organization" with a mean of 3.57 and having an interpretation of "Very good skills." This further implies that managers should be active in cooperative negotiations in achieving the leading objective of the cooperative may be either financial or social tasks. In today's communities, low-income groups are often not eligible for financial assistance or loans. This led to the development of cooperatives to develop mutual help among members of the cooperative. Cooperative managers sometimes face difficulty recognizing the real goal of the cooperative (Samad & Shafii, 2021). Profit and growth missions are in constant negotiation to ensure the welfare of members is maintained. The starting point is shared principles that provide guidelines as to how cooperatives should be owned and governed.

The data also reveal that the lowest item is "My manager represents and speaks for the cooperative organization and is responsible for transmitting information about the organization and its goals to the cooperative stakeholders" with a mean of 3.49 and having an interpretation of "Very good skills." This implies that a manager is responsible for informing the employees of the cooperative to avoid confusion and mistakes on the part of the employees. Thus, the services of the employees to the members of the cooperative will be accurate and exact, especially in the financial performance of the cooperative. Financial performance deals with measuring in monetary form the result of an organization's operations. These results are reflected in the financial statements of the organization, which are usually prepared regularly. The financial performance of the cooperatives is a very good basis for decision-making on the part of the members, the management, the managers (Chungyas & Trinidad, 2021), the government, and the general public.

Table 10 shows the skills of the managers as assessed by employees in terms of entrepreneurial skills. The items related to the entrepreneurial skills of managers have an average mean of 3.55 with an interpretation of "Very good skills." The average result did not achieve the highest score of "4," thus, there is a need for improvement in the managers of the cooperative in their entrepreneurial skills.

Table 10
Mean Distribution of Respondents' Assessment of Managers' Skills in terms of Entrepreneurial Skills

Items	Mean	SD	Descriptive	Interpretation
My manager,				
Creates new ideas in running the cooperative and implementing them.	3.43	0.72	Strongly Agree	Very good skills
Can pull together a variety of people and manage them to run a cooperative well.	3.61	0.54	Strongly Agree	Very good skills
Efficiently controls the cooperative investments, savings, and expenses.	3.52	0.64	Strongly Agree	Very good skills
Has the value of being persistent and hard work to succeed in the cooperative business.	3.63	0.74	Strongly Agree	Very good skills
Average	**3.55**	**0.66**	**Strongly Agree**	**Very good skills**

Legend*:1.00-1.75 (Very poor skills), 1.76-2.50 (Poor skills), 2.51-3.25 (Good skills), 3.26-4.00 (Very good skills)*

The data reveals that the highest item is "My manager has the value of being persistent and hard work to succeed in the cooperative business" with a mean of 3.63 and having an interpretation of "Very good skills." Further, this implies that valuing hard work is very important on the side of the managers so that employees of the cooperative will follow, and a possible great accomplishment will be done for the benefit of the growth and success of the cooperative. The accomplishments of the manager and employees of the cooperative will be extended to the community. Philippine cooperative law mandates cooperatives to allow at least three percent of their yearly net surplus for community development

funds (CDF). Findings of a related study indicated high compliance of managers in allocating for CDF but a relatively low actual utilization rate, especially among small cooperatives (Launio & Sotelo, 2021). Actual CDF spending is highly positively associated with total assets, net surplus, cooperative size, and the total number of cooperative members.

The data also depict that the lowest item is "My manager creates new ideas in running the cooperative and implementing them" with a mean of 3.43 and having an interpretation of "Very good skills." This signifies that the cooperative managers should have new ways or techniques in running the operations, activities, and events of the cooperative in line with the objectives, especially in the implementation of the community development fund (CDF). Common projects implemented by managers are mostly in the area of education, health, and the environment (Launio & Sotelo, 2021). Perceived challenges of managers in implementing community development projects include limited funds, lack of member participation, and poor coordination with partner organizations (Launio & Sotelo, 2021).

CONCLUSION

The evaluation of managerial skills in cooperatives, viewed from both self-assessment and employee perspectives, highlights the significance of adopting a comprehensive approach to leadership analysis. Managers often rated themselves highly in areas such as decision-making and problem-solving, but employee perspectives sometimes revealed gaps in communication and inclusiveness. These differences show that self-perceptions alone may not fully capture leadership effectiveness. By integrating employee feedback, cooperatives gain a clearer and more accurate understanding of how leadership practices influence organizational performance. Such a dual perspective ensures that strengths are recognized while weaknesses are addressed constructively.

The study revealed that while cooperative leaders generally demonstrate competence in managing operations, employees often call attention to areas that need further improvement. In particular, communication gaps and the lack of participatory decision-making were noted as concerns among employees. This suggests that managers must consistently reflect on how their leadership style translates into practice within the cooperative. Continuous feedback loops between managers and employees could bridge these differences and strengthen organizational trust. When alignment is achieved, cooperation between leaders and members becomes more effective, fostering stronger unity and shared purpose.

Another key conclusion is the importance of adaptability and innovation in modern cooperative management. Managers cannot rely solely on traditional leadership skills but must embrace creativity, technological tools, and new strategies to remain effective. In times of economic uncertainty and organizational challenges, adaptability enables leaders to guide their cooperatives toward stability and resilience. Employees, in turn, benefit from innovative leadership practices that promote inclusiveness and empowerment. This dynamic equips cooperatives to thrive in a constantly changing environment.

The findings also highlight the need for ongoing capacity-building efforts that develop both managerial and employee skills. Training programs, leadership workshops, and professional development activities can enhance competencies while encouraging employee participation in governance. By strengthening both managers and employees, cooperatives create an environment where leadership is shared, and responsibilities are collectively upheld. Such initiatives also increase employee satisfaction and engagement, making them feel more valued within the organization. Ultimately, this balance supports long-term growth and sustainability.

In conclusion, evaluating managerial skills from both self and employee perspectives provides critical insights into cooperative leadership. Bridging the perception gap between managers and employees

promotes transparency, accountability, and mutual respect in the workplace. This process not only improves leadership effectiveness but also strengthens employee trust and engagement. When managers align their self-perceptions with employee feedback, cooperatives can achieve both organizational success and social responsibility. In this way, leadership evaluation becomes a powerful tool for sustaining cooperative values and ensuring resilience in the years ahead.

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