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AN ANALYSIS OF THE MANAGEMENT FUNCTIONS FRAMEWORK OF A TRANSPORT COOPERATIVE

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ABSTRACT

Management functions—planning, organizing, staffing, leading, and controlling—are the foundation of organizational success, yet little is known about how they are practiced in transport cooperatives that serve tourists. This study analyzed the management functions framework of the Union Rizal Tricycle Operator and Driver Association (UNRITODA) Transport Cooperative in Union, Nabas, Aklan, Philippines, and proposed a management development plan based on the findings. A quantitative descriptive-correlational design was used. Using stratified random sampling, 217 of the cooperative's 496 members (chairman and board of directors, committees, administrative staff, and operators/drivers) answered a 25-item researcher-made questionnaire in February 2026. The instrument was content-validated by three experts and showed excellent internal consistency (Cronbach's $\alpha = .981$). Data were analyzed in Jamovi using frequencies, percentages, means, standard deviations, and F tests with eta-squared (η^2) effect sizes at the .05 level. Respondents were mostly aged 36–50 years (49.8%), had been members for 5–9 years (65.0%), were operators/drivers (92.6%), and had a capital build-up of PHP 2,000–4,000 (92.6%). Management functions were perceived as moderately practiced overall (grand mean = 3.18, SD = 0.63). Leading ranked highest (M = 3.22), followed by planning (3.21), organizing (3.20), controlling (3.15), and staffing (3.14). The lowest-rated indicators were regular assessment of the control system (M = 3.06), secure data backup (3.07), and orientation and onboarding (3.11). Age, years of membership, and position were not significantly related to perceptions ($p > .05$); capital build-up showed small relationships with staffing ($F = 3.17$, $p = .04$, $\eta^2 = .02$) and, at the .05 threshold, with organizing ($F = 3.02$, $p = .05$, $\eta^2 = .02$). A phased management development plan that prioritizes internal controls, onboarding, workflow efficiency, strategic alignment, and leadership development is proposed.

Keywords: *management functions; transport cooperative; planning; organizing; staffing; leading; controlling; management development plan; Philippines*

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INTRODUCTION

Background of the Study

Management functions, commonly identified as planning, organizing, leading, and controlling, remain the foundation of organizational success across the globe. These functions were originally introduced by Henri Fayol, who emphasized them as essential processes for achieving organizational goals. Over time, however, management theory has evolved to reflect the increasing complexity of modern organizations.

One significant development in management thought is the inclusion of staffing as an additional core function. This expansion is largely attributed to Luther Gulick and Lyndall Urwick, who introduced the POSDCORB framework (Planning, Organizing, Staffing, Directing, Coordinating, Reporting, and Budgeting). Among these, staffing gained recognition as a critical managerial function, focusing on the recruitment, selection, training, and development of human resources. In today's global environment, staffing is especially vital as organizations compete for talent and adapt to diverse, multicultural workforces.

Management functions in a cooperative, from a local perspective such as that of the Philippines, focus on how the core functions—planning, organizing, staffing, leading, and controlling—are applied within community-based and member-owned organizations. In the local setting, cooperatives operate under the guidance of the Cooperative Development Authority (CDA), which provides policies and support to ensure proper governance and operations. These organizations follow principles such as democratic control, active member participation, and community-centered service, which shape how management functions are carried out. Overall, management functions in local cooperatives are closely connected to community needs, shared decision-making, and available resources. These organizations may encounter operational challenges, but they remain strong in promoting member participation, cooperation, and social responsibility, setting them apart from traditional business organizations.

The Union Rizal Tricycle Operator and Driver Association (UNRITODA) Transport Cooperative was registered with the CDA on November 17, 2020. The most difficult challenge the cooperative faces today is not only managing its members and staff but also sustaining its management functions. In UNRITODA, in Union, Nabas, Aklan, it has been observed that over the past eleven (11) years, many members have complained about the management process within the cooperative. Communication issues arise among members because of disorganized processes within the office. These problems are compounded by staff shortages, limited planning time, weak leadership, and inadequate control, leading to poor management.

Although the cooperative has been in operation for a long time, the efforts of its pioneers may be wasted if its management functions are not well organized. As a concerned citizen, the researcher aimed to analyze the managerial functions framework of the transport cooperative, with the goal of improving management practices and enhancing the overall functioning of the organization.

Review of Related Literature

Management functions

Management functions are fundamental principles that guide organizations in achieving their objectives effectively and efficiently. Traditionally, they include planning, organizing, staffing, leading, and controlling, which serve as a framework for managers to coordinate resources, direct employees, and evaluate organizational performance. According to Robbins and Coulter (2022), these functions are interconnected processes that help managers ensure that organizational activities are carried out systematically and aligned with the goals of the organization.

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Planning is considered the first step in the management process because it involves setting objectives and determining the strategies needed to achieve them. Through effective planning, managers can anticipate future conditions, allocate resources properly, and establish guidelines that direct organizational activities. Organizing follows planning and focuses on structuring tasks, responsibilities, and resources so that employees can work efficiently toward the organization's goals. Proper organization clarifies roles and improves coordination among departments and members of the organization.

Another important management function is staffing, which focuses on ensuring that the organization has the right people to perform specific tasks. According to Armstrong and Taylor (2023), staffing involves the recruitment, selection, training, and development of employees to ensure that the organization maintains a competent and capable workforce. Effective staffing practices allow organizations to place qualified individuals in appropriate positions, which enhances productivity and organizational performance. The function is particularly important because human resources are considered among the most valuable assets of any organization.

Leading, sometimes referred to as directing, involves guiding and motivating employees to accomplish organizational goals. Managers play a crucial role in influencing employees through communication, leadership, and motivation. Effective leadership encourages teamwork, strengthens employee commitment, and improves overall work performance. In recent studies, Saydumarova (2023) emphasized that leadership within management functions is essential in fostering cooperation and maintaining a positive organizational environment that supports productivity.

Finally, controlling ensures that organizational activities are consistent with established plans and standards. It involves monitoring performance, comparing actual results with expected outcomes, and taking corrective action when necessary. Through this function, managers can identify problems, improve operational efficiency, and ensure that the organization remains on track in achieving its objectives. Overall, planning, organizing, staffing, leading, and controlling provide a systematic approach that helps organizations operate effectively. The functions are interrelated and work together to ensure that organizational resources are used efficiently, employees are properly guided, and organizational goals are successfully achieved.

Management functions in a traditional business

Foundational management theory identifies a set of functions that managers perform to achieve organizational goals. Classic management scholars such as Koontz and O'Donnell emphasize that management involves planning, organizing, staffing, leading, and controlling as core functions necessary for effective business operations. These functions are interrelated and continuous throughout management practice.

Planning is the foundation of management because it involves setting objectives and determining the necessary actions and resources to achieve organizational goals, serving as the initial step that guides all other functions (Griffin, 1996). Organizing follows by structuring tasks, roles, and resources to ensure the effective implementation of plans (Koontz & O'Donnell, 1980). Staffing focuses on placing the right individuals in appropriate positions through recruitment, training, and development, recognizing human resources as a critical asset (Dessler, 2015). Leading emphasizes motivating and guiding employees through communication and leadership practices to accomplish organizational objectives (Robbins & Coulter, 2018). Lastly, controlling ensures that activities align with plans by monitoring performance, comparing outcomes with established standards, and making necessary adjustments to maintain efficiency and support future planning (Daft, 2016).

Management functions in the cooperative

In cooperatives, effective management relies heavily on the integration of the same essential functions. Planning is pivotal because it involves inclusive decision-making processes that reflect the collective aspirations of all members

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and ensure alignment toward common goals (U.S. Department of Agriculture Rural Development, 1995). Organizing focuses on structuring resources and assigning responsibilities to facilitate collaboration among members, which is crucial for operational efficiency (U.S. Department of Agriculture, 1989; Fulton & King, 1993). Staffing extends beyond recruitment, emphasizing the nurturing of member skills through ongoing training and professional development (Spitzberg & Mannan, 2025; Chernyavs'ka, 2025). Leading plays a vital role in motivating members, cultivating an inclusive culture, and promoting shared leadership to enhance engagement. Controlling involves monitoring performance against established goals, ensuring accountability, and adhering to cooperative principles, which is essential for maintaining operational integrity (Boudrissa, 2025). By implementing these functions effectively, cooperatives can enhance member participation, improve overall efficiency, and drive sustainable growth and success.

Active member participation is essential because it enhances commitment and improves the quality of decision-making. Effective communication channels are crucial for fostering this engagement, ensuring that members feel a sense of purpose and belonging within the cooperative. Research indicates that engaged members are more likely to adhere to the cooperative's goals and actively participate in its operations; for instance, a study in Venezuela found that cooperative members were more involved in community matters than those in other associations (Beriares, 2022). Furthermore, engagement in cooperatives contributes to member satisfaction and loyalty (Chan & Raharja, 2024).

Traditional management functions are applicable in cooperative contexts. For example, Mintzberg's (1971) managerial roles provide a detailed framework that resonates with cooperative management practices, emphasizing adaptability and shared decision-making. Continuous education and training are also vital for equipping members with the skills needed for effective governance and management, addressing common challenges such as limited financial resources and member apathy. Key works in this field include Davis and Donaldson's (1998) *Co-operative Management: A Philosophy for Business* and the comprehensive *Routledge Handbook of Cooperative Economics and Management* (Warren et al., 2024), which collectively offer valuable insights into the management and organizational structure of cooperatives. Management in a cooperative is crucial to its success and sustainability because members are also owners; effective management must balance business performance with the fulfillment of members' financial, social, and emotional needs.

Member characteristics in cooperatives: age, years of membership, position, and capital build-up

Studies of cooperative membership suggest that members are concentrated in the productive ages. A study published on ResearchGate in 2019 found that most cooperative members were aged 31–50 (Chen, 2019), and research from 2024 suggested that cooperative membership is often more appealing to adults than to younger individuals (Manansala & Mendiola, 2024).

The number of years of membership required to achieve full status in a cooperative is not fixed across organizations. The most common probationary period for an associate member to become a regular member is two years, as specified in the Philippine Cooperative Code of 2008; however, an individual cooperative's bylaws may include additional or specific conditions that extend the time before full membership is granted. Researchers, including academics and organizational scientists, study how the length of cooperative membership affects factors such as member loyalty, commitment, and brand experience. These studies are carried out by researchers at institutions and organizations such as the CDA, or by scholars who publish on platforms such as ResearchGate.

With respect to position, scholars, research institutions, and cooperative development agencies study the positions and roles within cooperatives, including cooperative governance, member participation, management practices, and the distinct characteristics of the cooperative model. The CDA, a Philippine government agency, publishes research and compilations of cooperative studies and issues standard training curricula for cooperative officers that outline the

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responsibilities of various positions such as the board of directors, committees, and the general manager. The *Philippine Journal of Cooperative Studies* serves as a compendium of research for policy and program development.

In cooperatives, capital build-up is a program by which members contribute continuously to the cooperative's capital. The primary references governing capital build-up for cooperatives in the Philippines are Republic Act No. 9520 (Philippine Cooperative Code of 2008) and the regulations of the CDA.

Planning

The literature on planning in cooperatives reveals that, while strategic planning is crucial for success, it is uniquely influenced by democratic governance and member participation, which distinguishes it from planning in investor-owned firms. Successful cooperative planning requires balancing economic objectives with social goals, addressing specific challenges such as low member engagement, and fostering strong governance. Numerous studies confirm the positive link between strategic planning and cooperative performance. Strategic planning enables cooperatives to align their social missions with business goals, ensuring that they remain relevant and competitive. Chungyas and Trinidad (2022) found that strategic management practices are vital for the sustainability of cooperatives in the Philippines. The literature establishes that robust and participatory planning is a cornerstone of a cooperative's success and helps cooperatives navigate the complexities of balancing their social mission and economic viability.

Planning also involves defining the cooperative's objectives and determining the actions and resources necessary to achieve those goals. In a cooperative, the board of directors is involved in setting long-range strategic and financial plans, while the professional management develops short-term plans and operating procedures (Park & Engelke, 2019).

Organizing

A cooperative is a unique organizational model based on principles of collective action, member-driven needs, and a balance between economic and social goals. Theoretical frameworks help explain its success: collective action theory explains how individuals collaborate to achieve common goals, a core principle of cooperative organization (Olson, 2012); transaction cost economics provides a lens for understanding how cooperatives can reduce transaction costs and manage the economic activities of their members (Williamson, 1989); and social capital theory underpins the importance of social networks, trust, and reciprocity in enabling cooperatives to overcome market failures and reduce external dependence (Häuberer, 2011; Korsgaard et al., 2014). Research indicates that effective management, clear governance structures, and human resource policies integrated with cooperative values are crucial for a cooperative's sustainability and member satisfaction.

The organizing function focuses on structuring the organization, grouping tasks, assigning responsibilities and authority, and coordinating activities to achieve objectives. The structure of a cooperative is unique because members are at the top of the organizational pyramid, electing a board that delegates power to professional management for daily operations (Mendoza, 1980).

Staffing

Cooperatives face unique human resource management (HRM) challenges because of their dual nature as businesses and member-owned democratic entities. Belte (2022), in a systematic literature review of HRM in "hybrid organizations"—a category that includes cooperatives because of their blend of civil society, private business, and state characteristics—identified three key HRM roles: hybrid strategist, capability adapter, and identification generator. Matabi (2018), in a double-blind peer-reviewed article published in a monthly e-journal of the Associated Asia Research Foundation (AARF), examined the HRM challenges affecting the competitiveness of cooperatives and identified issues stemming from the relationship among cooperative members, the board of directors, and the

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management staff. Camargo Benavides and Ehrenhard (2021) investigated research avenues in cooperative enterprises based on existing organizational literature; although not focused specifically on staffing, this work provides a foundation for literature reviews on cooperative management topics.

Leading

Leading in a cooperative is a complex and vital process that differs significantly from conventional corporate leadership. The democratic, member-owned nature of cooperatives necessitates a leadership approach that balances economic performance with social values, effective governance, and high member commitment. Leadership plays a central role in the management of any society; the quality of leadership usually determines the failures and successes of cooperatives, and the failure of organizations or cooperatives is most often attributed to ineffective management. Leaders are quick thinkers who should see an opportunity, seize it, and achieve the best results without hesitation.

Leadership is the ability of a leader to influence and inspire members or subordinates to work together toward a goal and purpose. Bass (2019) stated that "the primary purpose and value of leadership and leadership practice is to inspire others, viewed as followers, to commit to a common goal willingly—this is achieved depending on the management style adopted by such manager." Sembe et al. (2018) found that the influence of a leader with a good leadership style has a great impact on the performance of cooperative members. Leadership style refers to the typical behavior of a leader in directing, motivating, and leading groups of people; it is the model or way that a leader adopts to influence the behavior of subordinates, directing and motivating them to achieve set goals, and it represents the philosophy, skills, knowledge, and attitude of leaders exemplified in leading, directing, facilitating, coordinating, and controlling the activities of members in pursuit of cooperative goals and objectives. According to Ebrahim (2018), there are six main leadership styles—transformational, transactional, autocratic, charismatic, bureaucratic, and democratic—while other styles mentioned include exemplary, empathic, authoritative, and collaborative leadership.

Commitment in a cooperative can generally be seen as a variable that captures the extent to which members are likely to choose to maintain their membership (patronage). Member commitment is crucial because it can define how a cooperative differentiates itself from competing organizations such as investor-owned firms. When member commitment is lacking, it can lead to the demise of the cooperative or affect its organizational and financial health. Members show commitment by being financially up to date, abiding by every rule of the society, patronizing it, attending every meeting, and participating in or contributing to its decision-making. The success of cooperatives depends to a large extent on the attitude and behavior of their member-owners, which determines whether members wish to remain in the cooperative.

Cooperatives are jointly controlled by all members, each having the same voting rights in every decision, which enhances unity and harmony. They bring people together through a democratic and equitable system and differ from other businesses by being member-owned and operated for the benefit of their members. However, ineffective leadership systems have hindered the growth and development of multipurpose cooperative societies. When members are not participating in decision-making and leaders are not accountable and transparent, members lose interest in cooperative activities such as attending meetings, patronizing the cooperative shop, joining committees, and paying dues, and in carrying out the tasks assigned to them. Their commitment is therefore found wanting and may result in their leaving the cooperative. Leadership by command and control denies members the democratic aspect of cooperative practice; leaders who are uncomfortable accepting opinions, directions, and ideas from the whole membership may lose members' loyalty and trust, and members may discontinue their membership because they are uncomfortable with the leader's way of managing the affairs of the cooperative.

Studies have shown that shared leadership, open leadership, and leadership trust play an important role in cooperative membership commitment. Owens and Valesky (2015) found that the level of members' commitment is positively linked to the practice of shared leadership. Nordbäck and Espinosa (2019) found evidence that shared leadership had

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a more positive effect on the team. More recently, Randel et al. (2018) conceptualized inclusive leadership as leadership focused on supporting members as a group by ensuring justice and equity, providing shared decision-making opportunities, and encouraging diverse contributions. Nisar et al. (2018) asserted that leaders with the ability to exercise self-control are recognized as trustworthy leaders, a useful skill for gaining followers' trust. Leading, in this sense, involves guiding, supervising, motivating, and leading employees and members to achieve the organization's goals. Strong leadership is crucial for expanding activities, safeguarding the cooperative's interests, and educating members about their rights and responsibilities. It is therefore necessary to examine how these dimensions of cooperative leadership style (shared leadership, open leadership, and leadership trust) affect member commitment through members' meeting attendance, involvement in decision-making, and patronage of the cooperative's products or services.

Controlling

Literature on controlling in cooperatives provides standards for cooperative management to evaluate their control environment, risk assessment, control activities, information and communication, and monitoring. RSIS International (2018) published a study on internal control and accountability in credit cooperatives; ResearchGate (2019) features a study on member control practices in cooperatives that uses the Committee of Sponsoring Organizations (COSO) framework to assess the involvement of cooperative members in controlling activities; and Sage Journals (2023) noted that the unique member-owned and democratically controlled nature of cooperatives influences their governance structures compared with investor-owned firms.

Because cooperatives are democratically controlled by their members, research often focuses on member participation as a key aspect of control. A systematic review (Buang & Samah, 2021) highlighted the research trend of member participation in cooperative governance; it noted that most studies focused on attendance at annual general meetings and that research on member participation on the board is inadequate. The Food and Agriculture Organization (FAO) has highlighted that a lack of democratic control by members is one of the key weaknesses in some cooperatives.

With regard to financial control and performance, Abdul Rahman and Mohamed (2019) evaluated the influence of financial control mechanisms—including financial reporting, budgetary control, and risk management—on the financial performance of Malaysian cooperatives. Dergi Park (2018) published a study on the effect of internal control systems on cooperative profitability, and ResearchGate (2025) hosted a study on the relationship between internal control systems and the perceived financial performance of savings and credit cooperatives using the COSO framework. The controlling function ensures that activities proceed according to established plans and policies, and it involves monitoring performance, comparing results with standards, and taking corrective action when necessary. Financial monitoring is a highly implemented control, while performance evaluation systems can sometimes be less developed.

"Messy" cooperative practice in management functions refers to the complexity that arises when traditional management processes are applied within cooperative organizations. According to Zeuli and Radel (2005), cooperatives operate under democratic principles in which members are both owners and decision-makers, which often leads to overlapping roles and competing interests. In *Cooperatives as a Community Development Strategy: Linking Theory and Practice*, the authors explain that this participatory governance can complicate management functions because managers must balance business efficiency with member participation and community objectives. For instance, planning may require extensive consultation with members; organizing may involve shared authority between the board and managers; leading requires facilitation and consensus-building rather than directive leadership; and controlling includes accountability not only for financial performance but also for member satisfaction and community impact. These factors make cooperative management appear "messy," yet they are essential characteristics that support democratic participation and community-oriented goals within cooperative enterprises.

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Effective ways to manage a transport cooperative

Managing a transport cooperative requires a clear structure, efficient processes, and strong coordination among members to ensure smooth operations and sustainability. This begins with a clear governance structure, including a well-defined leadership hierarchy composed of the Board of Directors, officers, and committees, with clearly assigned roles and regular meetings for decision-making and performance review. Strategic planning is also essential, involving the setting of short-term and long-term goals related to fleet expansion, routes, and services, while aligning these plans with members' resources and monitoring external factors such as fuel prices, traffic regulations, and competition. Effective financial management requires accurate accounting records, consistent capital build-up, reserve funds for emergencies and expansion, and transparent revenue-sharing systems. In terms of staffing and human resource management, it is important to recruit competent personnel, provide continuous training on safety and customer service, and apply fair performance evaluation and incentive systems. Operational efficiency can be achieved through route optimization, effective scheduling, regular vehicle maintenance, and the use of digital tools for booking and monitoring trips. Equally important is member engagement, which encourages active participation in decision-making, regular feedback sessions, and continuous education on cooperative operations. Compliance with regulatory requirements must also be ensured by securing necessary permits, licenses, and insurance and by staying updated with government policies affecting the transport sector. Lastly, a clear conflict resolution mechanism should be established to address disputes through proper procedures, mediation, and the promotion of transparency and fairness within the cooperative.

Managing cooperatives differs from managing traditional businesses in purpose, structure, and decision-making. Cooperatives are established primarily to meet the common needs of their members, whereas traditional businesses are driven mainly by profit generation for owners or shareholders; cooperatives therefore emphasize service, equitable distribution, and long-term sustainability rather than maximizing financial returns (Birchall, 2011). In terms of ownership, cooperatives are jointly owned by members who both use and control the organization, unlike traditional businesses in which ownership is based on capital investment or shares. This dual role of members as users and owners creates a more participatory management environment, which encourages inclusivity but also requires managers to consider the diverse interests of members in decision-making (Zeuli & Cropp, 2004). Decision-making follows the democratic principle of one member, one vote, in contrast to traditional businesses in which voting power is proportional to share ownership; the International Cooperative Alliance (2020) identified democratic member control as a fundamental principle that distinguishes cooperatives from conventional enterprises.

Another key difference lies in profit distribution and accountability. In cooperatives, surplus is distributed among members according to their level of participation or patronage, whereas in traditional businesses, profits are allocated according to the number of shares owned; Birchall (2014) emphasized that this method promotes fairness and aligns rewards with member involvement. Cooperative managers are accountable to the general membership, which broadens their responsibility compared with managers in traditional firms who are primarily accountable to shareholders; Cornforth (2004) explained that this type of governance requires balancing economic performance with member expectations and participation. Lastly, capital formation and management approach further distinguish cooperatives from traditional businesses. Cooperatives rely heavily on member contributions and retained earnings, which may limit their ability to expand compared with traditional firms that can access external investors more easily (Zeuli & Cropp, 2004). Managing a cooperative also requires integrating economic and social objectives, because managers must ensure operational efficiency while maintaining active member involvement; Davis (2001) pointed out that this dual responsibility makes cooperative management more complex than traditional business management, as it involves both business performance and member-oriented governance.

Relationship among planning, organizing, staffing, leading, and controlling

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Management functions are widely recognized as a set of interrelated and continuous processes applied in organizations, including cooperatives. Planning is considered the foundation of all management functions, as it involves setting objectives and determining the appropriate course of action to achieve them, and it provides direction for all other functions (University of Calicut, 2025). Organizing follows planning and involves structuring tasks, allocating resources, and assigning responsibilities so that plans are properly implemented; it establishes relationships and coordination among members of the organization (Study.com, 2024). Staffing complements organizing by ensuring that the organization has competent personnel to perform assigned tasks, including recruitment, selection, training, and development (RBI Notes, 2024). Leading guides and motivates members to perform their roles effectively through communication, supervision, and leadership (International Multidisciplinary Journal, 2024). Controlling ensures that actual performance aligns with planned objectives by monitoring activities and implementing corrective actions when necessary, and it provides feedback that influences future planning decisions (PW Live, 2023). In cooperatives, which rely on collective participation, democratic management, and shared responsibilities, these functions are not isolated but are applied as a cycle or integrated system in which each function supports and reinforces the others (Studocu, 2024).

Recent studies emphasize the interdependence of the management functions rather than treating them as separate activities. Putsom (2024) found that planning, organizing, staffing, leading, and controlling are closely interconnected and mutually supportive processes: planning sets the direction, organizing arranges resources, staffing ensures workforce availability, leading drives implementation, and controlling evaluates outcomes, forming a continuous cycle of management activities. Similarly, another management study highlights that the five functions operate as a systematic and integrated framework in which the output of one function becomes the input of another: planning determines staffing needs, organizing defines roles, staffing fills those roles, leading directs performance, and controlling assesses results and feeds back into planning (IOSR Journal of Business and Management, 2024).

The functions therefore operate as a continuous and systematic cycle within an organization (Putsom, 2024; Daft, 2021; Robbins & Coulter, 2022). Planning sets objectives and determines the actions needed to achieve them. These plans guide the organizing function, which structures tasks, allocates resources, and defines roles and responsibilities within the cooperative. Based on this structure, staffing ensures that competent and qualified individuals are selected, trained, and assigned to appropriate positions. Once personnel are in place, leading directs and guides members through supervision, communication, and coordination to carry out planned activities effectively. Controlling then evaluates actual performance against the established plans, identifies deviations, and implements corrective measures when necessary; its results provide feedback that is used to improve future planning, thereby completing the cycle. This interdependent relationship shows that each function supports and influences the others, forming an integrated process essential for the effective management and operation of cooperatives.

The management functions cycle has evolved into a comprehensive framework consisting of planning, organizing, staffing, leading, and controlling, and studies indicate that these functions are universally applied across organizations to achieve efficiency and effectiveness (International Journal of Social Sciences and Entrepreneurship, 2014). Staffing, in particular, is emphasized as a critical function involving recruitment, training, and employee development to ensure the availability of competent personnel (Dessler, 2017, as cited in IJAR, 2023), and it aligns human resources with organizational objectives through job analysis and proper placement (Patel, 2013). The five functions operate as a continuous and interrelated cycle that supports organizational success (JETIR, 2018); in practice, managers apply them simultaneously, with staffing playing a central role in ensuring that plans and organizational structures are effectively executed (Terry, 1977).

Distinctiveness of the present study

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This study is distinct from other research on TODA (Tricycle Operators and Drivers Association) transport cooperatives because it focuses on a cooperative that primarily serves tourists, both from other towns and from international locations, traveling from the arrival port to Boracay Island. Unlike most TODAs, which cater mainly to local residents for daily commuting, this cooperative provides services designed specifically for visitors who require convenient, reliable, and affordable transportation to tourist destinations.

A notable difference is the service structure: passengers can choose between tricycles and vans, with pricing designed to be the most affordable compared with other TODAs in the area. This flexibility allows the cooperative to meet different passenger needs, whether traveling solo, with family, or in groups. Additionally, the cooperative's staff and coordinators at the airport ticket booth are trained to provide friendly and helpful assistance, ensuring a smooth experience for tourists who may be unfamiliar with local transportation systems. Furthermore, the cooperative integrates tourism-oriented routes, unlike traditional TODAs that mostly serve residents and routine destinations. By focusing on passenger comfort, affordability, and accessibility to tourist spots, this study examines a transport cooperative model that combines conventional TODA operations with tourism services, making it uniquely positioned for research compared with previous studies that primarily analyzed local commuter transport.

Synthesis and research gap

The related literature was selected for its relevance and significance in supporting and aligning with this study. These works provided foundational philosophies, concepts, and insights regarding the management functions framework in cooperatives, and the frameworks and findings of previous research guided the researcher's basis and direction. Management functions are essential in a cooperative because they ensure that organizational processes are systematic, efficient, and responsive to the needs of members. The proper implementation of planning, organizing, staffing, leading, and controlling contributes to improved organizational performance and encourages members to remain active in the cooperative over time. The effectiveness of these functions depends largely on the competencies of the staff assigned to various roles, the quality of decisions made by the Board of Directors, and the individual preferences that shape members' engagement and commitment. Regardless of position, every member plays a vital role in the cooperative, making it crucial for those in leadership positions to apply the management functions consistently and effectively.

Despite the available literature, a gap exists in studies that specifically examine how management functions are practiced within transport cooperatives, particularly at the local level. Previous studies have examined management functions in general business settings or in cooperatives with a broad focus, and existing research often emphasizes overall cooperative performance or member satisfaction without exploring the detailed interplay among planning, organizing, staffing, leading, and controlling in a transport cooperative context. These cooperatives face unique operational, financial, and member-related challenges. There is also limited empirical evidence identifying which management functions are effectively implemented and which require improvement, and how these functions directly affect operational performance and member participation. Moreover, few studies provide data-driven management development plans tailored to the specific needs of a transport cooperative. A notable gap likewise exists in research on cooperatives that exhibit unorganized processes, unclear staff role designation, and redundant workflows; further research is needed to examine how the ineffective application of management functions contributes to operational issues and affects the overall performance and sustainability of transport cooperatives. This study addresses these gaps by providing a focused analysis of the managerial functions framework as practiced in a transport cooperative, using the extent of management function practices as the basis for a proposed management development plan.

Theoretical Framework

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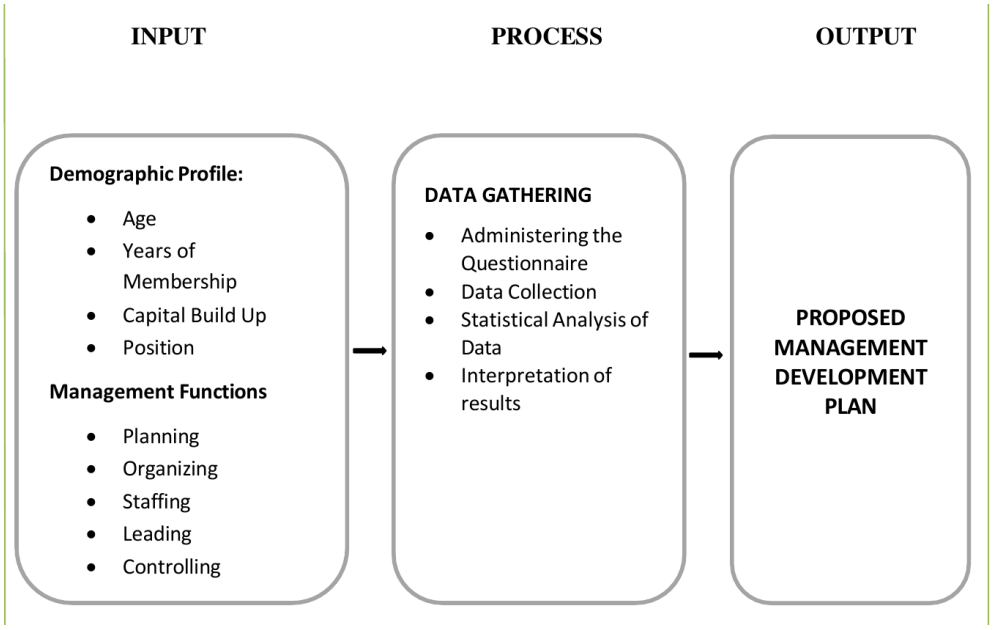
This study was anchored on the theoretical framework of managerial functions that traces to Henri Fayol (1916), whose classical administrative theory emphasizes that management is a systematic and continuous set of activities aimed at achieving organizational efficiency and desired outcomes. Expanding on Fayol's work, Koontz and O'Donnell (1976) refined the managerial functions by highlighting planning, organizing, staffing, leading, and controlling as interrelated processes essential for managerial effectiveness within a systems-oriented perspective.

In addition, contemporary scholars such as Robbins and Coulter (2018) further streamlined these functions into five core components—planning, organizing, staffing, leading, and controlling—to reflect modern organizational contexts and the influence of human behavior on management practice. Collectively, these theoretical contributions provide a solid foundation for understanding the managerial processes examined in this study and offer a comprehensive lens through which managerial roles, decision-making, and organizational performance can be analyzed.

Conceptual Framework

The framework aimed to analyze the cooperative's management functions and to propose a management development plan based on the findings. It consisted of three main components: Input, Process, and Output (Figure 1). *Frame 1* (Input) included the respondents' demographic profile—age, years of membership, capital build-up, and position—and the management functions practiced by the cooperative—planning, organizing, staffing, leading, and controlling. These inputs served as the foundation of the study, providing the information needed to assess how management functions were implemented within the cooperative. *Frame 2* (Process) involved systematic data gathering and analysis: administering the questionnaire to collect information from the respondents, performing statistical analysis on the gathered data, and interpreting the results to identify significant patterns and insights, through which the researcher evaluated the current state of management functions within the cooperative. *Frame 3* (Output) was the proposed management development plan, designed to enhance the cooperative's managerial practices based on the insights drawn from the data. The plan addresses identified gaps in the cooperative's management functions and provides recommendations to improve overall organizational effectiveness.

Figure 1. **The Schematic Diagram of the Input, Process, and Output Model**



Statement of the Problem and Hypothesis

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This study aimed to analyze the management functions of the UNRITODA Transport Cooperative. Specifically, it sought to answer the following questions:

1. What is the demographic profile of the respondents in terms of (1.1) age, (1.2) years of membership, (1.3) position, and (1.4) capital build-up?
2. What is the extent of management functions practiced by the cooperative, as perceived by the respondents, as a whole and in terms of (2.1) planning, (2.2) organizing, (2.3) staffing, (2.4) leading, and (2.5) controlling?
3. Is there a significant relationship between the demographic characteristics of the respondents and the extent of their perceived management functions practiced by the cooperative?
1. Based on the findings of the study, what Management Development Plan can be proposed?

The following null hypothesis was tested: *There is no significant relationship between the demographic characteristics of the respondents (age, years of membership, capital build-up, and position) and the extent of perceived management functions (planning, organizing, staffing, leading, and controlling) practiced by the cooperative.*

Significance of the Study

The results of this study provide insights into the analysis of the management functions framework and are expected to benefit the following groups.

Board of Directors of the cooperative. The study provides a solid foundation for the board, as the cooperative's leaders, to implement rules and policies effectively, guides them in organizing plans that govern daily operations, and enables them to make informed decisions that enhance overall efficiency.

Committees of the cooperative. The study supports committees in specific functions such as education, audit, ministry, and transport. Committees are essential for good governance, as they help create policies, oversee operations, and implement programs that benefit the cooperative's members and help achieve their goals.

Administrative staff. The findings provide a basis for evaluating the cooperative's structure and functioning, including the role of the general assembly as the highest authority, and support analysis of how cooperative principles guide administrative decisions, financial management, and performance evaluation to achieve organizational objectives.

Members. The study can enlighten members about potential job opportunities and the realities of the various roles within the cooperative, and it can improve their understanding of the benefits and challenges associated with different positions, thereby aiding better decision-making.

Passengers. The study gives passengers an opportunity to get to know the other services of the cooperative; some tourists look for affordable options, especially for groups.

Researcher. The study deepens the researcher's understanding of the core management functions—planning, organizing, staffing, leading, and controlling—and how they are applied in real organizational settings.

Future researchers. The results can help other researchers apply the same knowledge in a practical or theoretical context and can serve as reference material.

Definition of Terms

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The terms used in this study were defined conceptually and operationally for clarity and a shared understanding of the terminology used throughout the investigation.

Age. *Conceptual:* The period of time someone has been alive, or something has existed (Cambridge Dictionary, 2021). *Operational:* The age category to which respondents belonged: 21–35 years old, 36–50 years old, and 51 years old and above.

Years of membership. *Conceptual:* The length of time an individual has been a member of an organization (Jones, 2022). *Operational:* The length of time members have been involved in the cooperative's operations: 0–4 years, 5–9 years, and 10 years or above.

Position. *Conceptual:* The specific role or job an individual holds within an organization, encompassing responsibilities, authority, and relationship to other roles within the organizational structure (Robbins & Judge, 2019). *Operational:* An assigned role, such as board of directors (BOD), committee, administrative staff, or drivers/operators.

Capital build-up. *Conceptual:* The process of accumulating financial resources or assets within an organization, which can be used for investment, expansion, or operational purposes (Brigham & Ehrhardt, 2016). *Operational:* Members' capital contributions, categorized into PHP 2,000–4,000, PHP 4,001–6,000, and PHP 6,001 or above; these ranges were used to classify the cooperative's level of financial participation.

Extent of management function/management functions. *Conceptual:* The core activities that managers engage in to achieve organizational goals, encompassing planning, organizing, staffing, leading, and controlling (Koontz & O'Donnell, 2016). *Operational:* The core activities that managers engage in to achieve organizational goals, typically encompassing five primary functions: planning, organizing, staffing, leading, and controlling.

Planning. *Conceptual:* The process of setting objectives and determining the best course of action to achieve those objectives (Robbins & Coulter, 2018). *Operational:* Analyzing strategic planning, business planning, and management practices to improve a cooperative's performance, sustainability, and member participation.

Organizing. *Conceptual:* The process of arranging resources and tasks to achieve the objectives set during the planning phase (Robbins & Coulter, 2018). *Operational:* The assignment of responsibilities and coordination of operations to achieve collective goals, including designing the cooperative's internal framework to facilitate collaboration among members and ensuring that all activities align with the cooperative's mission and vision.

Staffing. *Conceptual:* The process of recruiting, selecting, training, and retaining individuals who will effectively contribute to the cooperative's goals while ensuring that member interests are prioritized and represented (Baker, 2012). *Operational:* Strategies aligned with cooperative values and member engagement, highlighting how effective recruitment practices can enhance member satisfaction and overall cooperative performance.

Leading. *Conceptual:* Guiding and motivating members to work collaboratively toward the cooperative's goals, ensuring that all members are engaged in decision-making and feel a sense of ownership in the cooperative's success (McDonald, 2015). *Operational:* Guiding, influencing, and motivating members to work collaboratively toward the cooperative's shared goals.

Controlling. *Conceptual:* Establishing standards, measuring performance against those standards, and taking corrective action to ensure that activities align with the cooperative's goals, member interests, and cooperative principles (Kenkel, 2009). *Operational:* Establishing standards, measuring actual performance against those standards, and taking corrective action to ensure that goals are met.

METHODS

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Research Design

This study used a quantitative descriptive-correlational research design to analyze the planning, organizing, staffing, leading, and controlling aspects of cooperative management, specifically the managerial functions framework of the UNRITODA Transport Cooperative. The design is well suited to the research objectives: collecting relevant data and presenting the information needed to address fundamental questions about the topic, such as what is occurring, how it is happening, and to what extent. The aim was to describe current conditions, events, or systems based on the impressions of the respondents. Descriptive research represents circumstances as they currently exist, with the researcher having no control over the variables involved (McCombes, 2019).

Locale of the Study

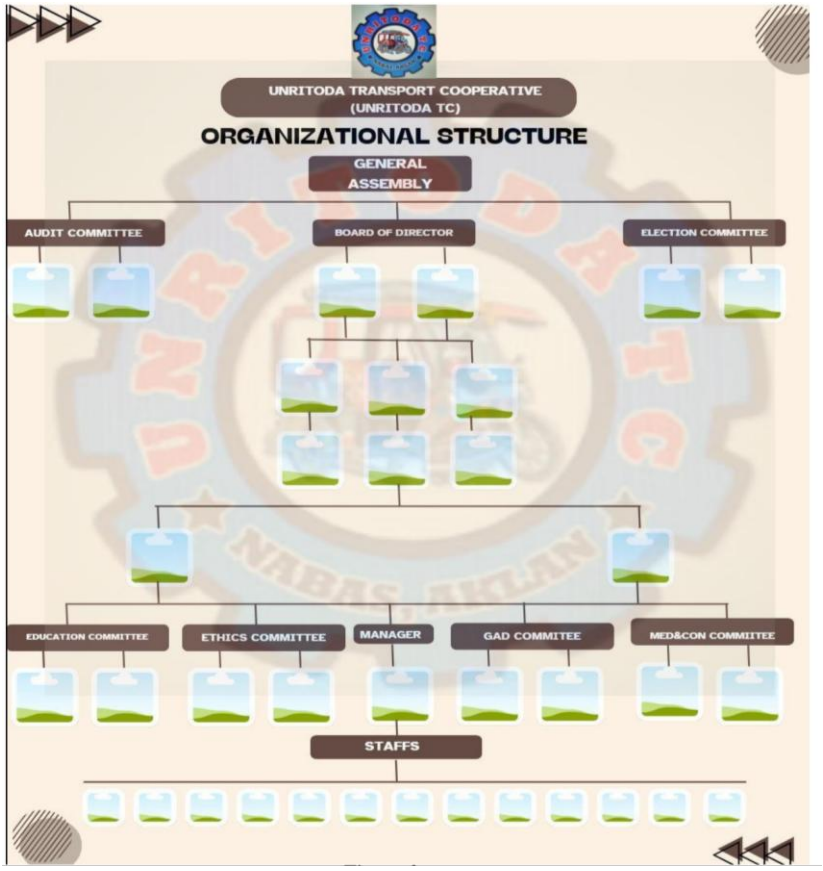
The study was conducted at the UNRITODA Transport Cooperative in Union, Nabas, Aklan, near the Boracay Airport Arrival area. The cooperative has 496 members, operates 253 franchised units of tricycles, and is both CDA- and Department of Tourism (DOT)-accredited. It was founded in 2014 with the mission "to provide good service through compassion and solidarity to improve the lives of its members, and to deliver services that benefit not only the members but all in need," and the vision of "a stable and productive cooperative which allows the upliftment of the lives of the members and provides assistance to the needy as well as to the community."

The cooperative was initiated by drivers from Barangays Union, Rizal, Libertad, Unidos, and Tagaroroc, who aimed to establish a cooperative catering to tourists traveling from the Boracay Airport Arrival area to the Caticlan Jettyport. Its primary purpose is to provide excellent service not just to tourists but also to local residents in need, and the service is the common livelihood and source of income of the residents of these barangays. UNRITODA was the first tricycle operators and drivers cooperative to partner with San Miguel Corporation at the Boracay Arrival Airport, facilitating transportation within the Municipality of Nabas and extending to the Municipality of Malay. Figure 2 shows the cooperative's organizational structure, with the General Assembly at the top, the Audit Committee, Board of Directors, and Election Committee below it, and the Education, Ethics, GAD, and MED&CON committees, the Manager, and the staff at the operating level.

Figure 2. **Organizational Structure of UNRITODA Transport Cooperative**

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Scope and Delimitation

The study analyzed the management functions of planning, organizing, staffing, leading, and controlling in the UNRITODA Transport Cooperative and sought to provide insights into how these core functions were implemented. It focused on the extent to which the cooperative's practices aligned with those of effective organizations in each function. The respondents were 217 members, including the Chairman, Board of Directors, committees, administrative staff, and operators/drivers. A quantitative research design was employed; a stratified sampling technique ensured that all subgroups within the cooperative were proportionally represented, and data were collected using a researcher-made questionnaire based on the identified problems of the study.

Population and Sampling Technique

The respondents were members of the UNRITODA Transport Cooperative. The total population consisted of 496 members across different positions: the Chairman and Board of Directors, committees, administrative staff, and operators/drivers. Of this population, 217 members were randomly selected as respondents. The sample size was initially calculated using Cochran's formula.

Stratified random sampling was used. This method divides the population into subgroups or strata based on specific characteristics—here, position in the cooperative—and then randomly selects respondents from each stratum, ensuring that all groups are adequately represented and thereby providing a more accurate reflection of the population and improving the reliability of the results. The sample was distributed in proportion to the number of members in each stratum (Table 1). The largest group, operators/drivers, comprised 460 members, of whom 201 were sampled; the

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administrative staff comprised 16 members (7 respondents), the committees 12 members (5 respondents), and the Chairman and Board of Directors 8 members (4 respondents).

Table 1. **Distribution of Respondents by Position**

Position	Population (N)	Sample (n)	Percent (%)
Chairman/Board of Directors	8	4	2
Committee	12	5	2
Administrative staff	16	7	3
Operators/Drivers	460	201	93
Total	**496**	**217**	**100**

Note. Percentages are rounded to the nearest whole number, as in the original table.

Research Instrument

The data-gathering instrument was a researcher-made survey questionnaire composed of 25 items, designed to gather data on the problems stated in the study. It had two parts. Part I covered the demographic profile of respondents in terms of age, years of membership, position, and capital build-up. Part II assessed the extent of perceived management functions practiced by the cooperative in terms of planning, organizing, staffing, leading, and controlling (five items each) using a four-point scale: 4 = Strongly Agree, 3 = Agree, 2 = Disagree, and 1 = Strongly Disagree. The items were presented in English with local-language translations.

Content validity

The questionnaire was presented to the research adviser for evaluation and approval and was then presented to the panel of evaluators during the thesis pre-final presentation for additional assessment. It was organized for evaluation using the criteria of Good and Scates. Copies were also given to three (3) experts for further evaluation, and their corrections, suggestions, and recommendations were considered in revising the instrument before it was administered. The three validators had specialized yet complementary expertise: one in cooperative management, bringing in-depth knowledge of how cooperatives operate; one in statistics, ensuring that data analysis was accurate, reliable, and methodologically sound; and one in cooperative accounting, capable of evaluating financial records and the handling of cooperative accounts. Together, their combined expertise strengthened the credibility and rigor of the validation process. Using a 10-criterion rating form (1 = not relevant to 4 = very relevant), the two completed validation forms included in the manuscript's appendix yielded total scores of 37 and 32 out of 40.

Reliability

Reliability was tested using Cronbach's alpha. Ten (10) members of the UNRITODA Transport Cooperative who were not among the study respondents completed the questionnaire, and their responses served as the test data. Reliability was considered acceptable if Cronbach's alpha was at least .70. A value of $\alpha = .981$ was obtained, indicating excellent reliability and confirming that the instrument was highly reliable.

A test of external consistency (e.g., test–retest) was not conducted because the pretest already provided sufficient evidence of reliability; it allowed the researcher to identify unclear items, check the consistency of responses, and make necessary revisions before the actual data collection. Cronbach's alpha is widely accepted for assessing internal consistency, particularly for Likert-scale instruments, because it determines how closely related a set of items is as a

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group, ensuring that all questions consistently measure the same underlying concept. Internal consistency was preferred over test–retest reliability because the focus was on the coherence and uniformity of the items within a single administration rather than on the stability of responses over time; test–retest methods require multiple administrations, which may be impractical and can introduce external factors such as changes in respondents' perceptions or memory effects.

Data-Gathering Procedure

A letter of permission was secured by the researcher before the questionnaire was administered and was submitted for approval to the Chairman of the UNRITODA Transport Cooperative. The researcher prepared copies of the questionnaire according to the number of respondents and briefed the Operations Manager on the main objectives, background, and procedures of the study. After this orientation, respondents completed the questionnaire during their work hours at the office and the operations site, with the permission of the assigned Chairman. The researcher personally collected the completed questionnaires and tabulated the results. The study was conducted in February 2026; responses were collected through structured questionnaires and subsequently recorded in an online Google Sheet for analysis.

Data Analysis

Data were analyzed using Jamovi, with a significance level of .05 for inferential testing. Descriptive statistics—frequency, percentage, mean, and standard deviation—were used to describe the respondents' profile and their perceptions of how effectively the managerial functions were performed. Mean scores were interpreted using the scale in Table 2.

Table 2. Interpretation Scale for Perceived Extent of Management Functions

Mean range	Verbal interpretation
3.50–4.00	Highly Practiced
2.50–3.49	Moderately Practiced
1.50–2.49	Less Practiced
1.00–1.49	Not Practiced

To determine the relationship between the respondents' demographic characteristics—age, years of membership, capital build-up, and position—and their perceived extent of management functions, inferential analysis based on the eta (η) correlation coefficient was used, as it is appropriate for examining the relationship between a nominal independent variable and a dependent variable measured on an interval scale. The independent variables were age, years of membership, capital build-up, and position; the dependent variable was the perceived extent of management functions practiced in the cooperative. The eta coefficient ranges from 0 to 1, with values near 0 indicating no relationship and values near 1 indicating a strong relationship. Results are reported as F statistics with p values and eta-squared (η^2) effect sizes, interpreted as small ($\eta^2 < .06$), medium ($\eta^2 = .06–.13$), or large ($\eta^2 \geq .14$). If the computed p value was less than or equal to .05, the null hypothesis was rejected, indicating a significant relationship between the demographic characteristic and perceived management functions; if p was greater than .05, the null hypothesis was not rejected. This analysis enabled the researcher to assess whether differences in age, length of membership, capital contribution, and position significantly influence how members perceive the effectiveness of planning, organizing, staffing, leading, and controlling.

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Ethical Considerations

Before the study, the researcher secured ethical clearance and obtained approval from the administrators of Aklan Catholic College. Upon approval, data gathering followed ethical procedures to protect the rights, privacy, and welfare of the respondents. Before the survey, all respondents received a brief orientation explaining the purpose of the study, the procedures involved, and their roles as respondents. They were informed that participation was entirely voluntary and that they could withdraw at any time without penalty. To ensure anonymity and confidentiality, the survey collected no required personally identifiable information (the name field on the form was optional), all responses were coded and stored securely with access limited to the researcher, and the data were used solely for academic purposes and were not shared with unauthorized parties. To address potential limitations, the purpose of the study was clearly explained to the respondents to eliminate suspicion and encourage active participation, and anonymity and confidentiality were ensured to foster trust and openness in their responses. Throughout the study, the researcher treated respondents with respect, honesty, and transparency.

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RESULTS

Profile of the Respondents

Table 3 shows the distribution of the 217 respondents by age, years of membership, capital build-up, and position. In terms of age, the largest group was 36–50 years old (49.80%, *n* = 108), followed by 51 years old and above (35.50%, *n* = 77) and 21–35 years old (14.70%, *n* = 32). For years of membership, 141 respondents (65.00%) had been members for 5–9 years, 44 (20.30%) for 10 years and above, and 32 (14.70%) for 0–4 years. For capital build-up, 201 respondents (92.60%) had contributed PHP 2,000–4,000, 14 (6.50%) PHP 4,001–6,000, and 2 (0.90%) PHP 6,001 and above. As to position, 201 respondents (92.60%) were operators/drivers, 7 (3.20%) were administrative staff, 5 (2.30%) were committee members, and 4 (1.80%) were members of the Board of Directors.

Table 3. Distribution of Respondents by Demographic Characteristics

Profile	f	%
Age		
21–35 years old	32	14.70
36–50 years old	108	49.80
51 years old and above	77	35.50
Years of membership		
0–4 years	32	14.70
5–9 years	141	65.00
10 years and above	44	20.30
Capital build-up		
PHP 2,000–4,000	201	92.60
PHP 4,001–6,000	14	6.50
PHP 6,001 and above	2	0.90
Position		
Board of Directors	4	1.80
Committee	5	2.30
Administrative staff	7	3.20
Operator/Driver	201	92.60
Total	**217**	**100**

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Extent of Perceived Management Functions Practiced by the Cooperative

As shown in Table 4, the extent of perceived management functions practiced by the cooperative had a grand mean of 3.18 (SD = 0.63), verbally interpreted as "moderately practiced." Leading obtained the highest mean (M = 3.22, SD = 0.60), followed by planning (M = 3.21, SD = 0.62), organizing (M = 3.20, SD = 0.63), controlling (M = 3.15, SD = 0.64), and staffing (M = 3.14, SD = 0.68), all interpreted as moderately practiced.

Table 4. Extent of Perceived Management Functions Practiced by the Cooperative

Management function	Mean	SD	Rank	Verbal interpretation
Grand mean	**3.18**	**0.63**		**Moderately Practiced**
Planning	3.21	0.62	2	Moderately Practiced
Organizing	3.20	0.63	3	Moderately Practiced
Staffing	3.14	0.68	5	Moderately Practiced
Leading	3.22	0.60	1	Moderately Practiced
Controlling	3.15	0.64	4	Moderately Practiced

Note. Scale: 1.00–1.49 = Not Practiced; 1.50–2.49 = Less Practiced; 2.50–3.49 = Moderately Practiced; 3.50–4.00 = Highly Practiced.

Planning

Table 5 shows that planning obtained a grand mean of 3.21 ("moderately practiced"), with standard deviations ranging from 0.59 to 0.65. Setting measurable and specific objectives ranked first (M = 3.24, SD = 0.63), followed by a transparent and accessible planning process (M = 3.22, SD = 0.59) and a clear written strategic plan (M = 3.22, SD = 0.62). Regular reviews and updates of plans (M = 3.20, SD = 0.64) and the alignment of short-term goals with long-term plans (M = 3.19, SD = 0.65) ranked fourth and fifth, respectively, and showed slightly higher standard deviations.

Table 5. Extent of Management Functions Practiced by the Cooperative as Perceived by the Respondents in Terms of Planning

Indicator	Mean	SD	Rank	Verbal interpretation
Grand mean	**3.21**			**Moderately Practiced**
The cooperative sets measurable and specific objectives for each planning period to guide its activities.	3.24	0.63	1	Moderately Practiced
The cooperative has a clear written strategic plan.	3.22	0.62	3	Moderately Practiced
Short-term operational goals of the cooperative are systematically aligned with its long-term strategic plan.	3.19	0.65	5	Moderately Practiced

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The management conducts regular reviews and updates of the cooperative's plans to adapt to changing circumstances.	3.20	0.64	4	Moderately Practiced
The planning process is transparent and accessible to all cooperative members to foster shared understanding and participation.	3.22	0.59	2	Moderately Practiced

Note. Scale as in Table 4.

Organizing

As shown in Table 6, organizing obtained a grand mean of 3.20 ("moderately practiced"), with standard deviations ranging from 0.61 to 0.66. An organizational structure designed to support effective and efficient decision-making ranked first (M = 3.28, SD = 0.61), followed by clearly defined roles and responsibilities (M = 3.22, SD = 0.64). Communication channels (M = 3.18, SD = 0.63), clear records of decisions and actions (M = 3.18, SD = 0.63), and streamlined workflows (M = 3.17, SD = 0.66) ranked third to fifth; workflows had the highest standard deviation.

Table 6. Extent of Management Functions Practiced by the Cooperative as Perceived by the Respondents in Terms of Organizing

Indicator	Mean	SD	Rank	Verbal interpretation
Grand mean	**3.20**			**Moderately Practiced**
Roles and responsibilities within the cooperative are clearly defined to ensure clarity and accountability.	3.22	0.64	2	Moderately Practiced
The organizational structure is designed to support effective and efficient decision-making processes.	3.28	0.61	1	Moderately Practiced
Communication channels within the cooperative are established and maintained to facilitate information flow and coordination.	3.18	0.63	3	Moderately Practiced
Workflows are streamlined to reduce duplication and enhance operational efficiency.	3.17	0.66	5	Moderately Practiced
The cooperative maintains clear records of decisions and actions to support accountability and traceability.	3.18	0.63	4	Moderately Practiced

Note. Scale as in Table 4.

Staffing

Table 7 shows that staffing obtained a grand mean of 3.14 ("moderately practiced"), with standard deviations ranging from 0.61 to 0.75. Clear policies for discipline and grievance handling ranked first (M = 3.18, SD = 0.67), followed by effective management of volunteers and member-contributors (M = 3.16, SD = 0.61). The selection process (M =

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3.14, SD = 0.68) and compensation policies (M = 3.14, SD = 0.70) received moderate ratings. Orientation and onboarding of new staff and members ranked lowest (M = 3.11) and had the highest standard deviation (SD = 0.75).

Table 7. Extent of Management Functions Practiced by the Cooperative as Perceived by the Respondents in Terms of Staffing

Indicator	Mean	SD	Rank	Verbal interpretation
Grand mean	**3.14**			**Moderately Practiced**
The selection process is fair, transparent, and based on merit and suitability.	3.14	0.68	3	Moderately Practiced
New staff and members receive thorough orientation and onboarding to ensure effective integration into the cooperative.	3.11	0.75	5	Moderately Practiced
Compensation policies are designed to be fair, competitive, and aligned with organizational standards and expectations.	3.14	0.70	4	Moderately Practiced
Clear policies for discipline and grievance handling are in place to manage personnel issues objectively and fairly.	3.18	0.67	1	Moderately Practiced
Volunteers and member-contributors are managed effectively to maximize their engagement and productivity.	3.16	0.61	2	Moderately Practiced

Note. Scale as in Table 4.

Leading

As shown in Table 8, leading obtained a grand mean of 3.22 (“moderately practiced”), with standard deviations ranging from 0.57 to 0.64. Regular and transparent communication ranked first (M = 3.27, SD = 0.57), followed by leadership that is accessible and approachable (M = 3.25, SD = 0.61) and clear communication of the organization’s vision (M = 3.24, SD = 0.61). Empowering staff and members through delegation (M = 3.19, SD = 0.61) and handling conflicts fairly and promptly (M = 3.16, SD = 0.64) ranked fourth and fifth.

Table 8. Extent of Management Functions Practiced by the Cooperative as Perceived by the Respondents in Terms of Leading

Indicator	Mean	SD	Rank	Verbal interpretation
Grand mean	**3.22**			**Moderately Practiced**
Cooperative leaders handle conflicts fairly and promptly.	3.16	0.64	5	Moderately Practiced

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Cooperative leaders clearly communicate the organization's vision to inspire and motivate members and staff.	3.24	0.61	3	Moderately Practiced
Leaders provide regular and transparent communication.	3.27	0.57	1	Moderately Practiced
Leaders empower staff and members by delegating authority and encouraging initiative-taking.	3.19	0.61	4	Moderately Practiced
Leadership is accessible and approachable, ensuring members and staff can communicate concerns and ideas freely.	3.25	0.61	2	Moderately Practiced

Note. Scale as in Table 4.

Controlling

Table 9 shows that controlling obtained a grand mean of 3.15 ("moderately practiced"), with standard deviations ranging from 0.62 to 0.71. Systematic budget preparation and monitoring ranked first (M = 3.24, SD = 0.63), followed by accurate and regularly updated financial records (M = 3.21, SD = 0.63) and functioning internal control systems (M = 3.19, SD = 0.62). Secure backup and storage of data and records (M = 3.07, SD = 0.65) and regular assessment of the effectiveness of the control system with improvements as needed (M = 3.06, SD = 0.71) received the lowest ratings, and the latter had the highest standard deviation.

Table 9. Extent of Management Functions Practiced by the Cooperative as Perceived by the Respondents in Terms of Controlling

Indicator	Mean	SD	Rank	Verbal interpretation
Grand mean	**3.15**			**Moderately Practiced**
Financial records are maintained accurately and are regularly updated.	3.21	0.63	2	Moderately Practiced
The cooperative prepares and monitors budgets systematically.	3.24	0.63	1	Moderately Practiced
Internal control systems are in place and functioning effectively to prevent errors, fraud, and misuse of funds.	3.19	0.62	3	Moderately Practiced
Data and records are backed up securely and stored safely to protect against data loss and safeguard sensitive information.	3.07	0.65	4	Moderately Practiced
The cooperative regularly assesses the effectiveness of its control system and implements improvements as needed.	3.06	0.71	5	Moderately Practiced

Relationship Between Respondents' Demographic Characteristics and Perceived Management Functions

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Table 10 presents the results of the tests of the relationship between each demographic characteristic and the perceived extent of each management function. Age was not significantly related to any function (F = 0.81–2.69, p = .07–.44). Years of membership was not significantly related to any function (F = 0.20–0.55, p = .57–.81, η^2 = .00), and neither was position (F = 0.99–1.18, p = .31–.39, η^2 = .01). Capital build-up was significantly related to staffing (F = 3.17, p = .04, η^2 = .02) and, at the .05 threshold, to organizing (F = 3.02, p = .05, η^2 = .02); its relationships with planning (F = 2.97, p = .05, η^2 = .02), leading (F = 2.48, p = .08, η^2 = .02), and controlling (F = 1.99, p = .13, η^2 = .01) were not treated as significant. All effect sizes were small (η^2 < .06), ranging from .00 to .02. On this basis, the null hypothesis was rejected for capital build-up with organizing and staffing and was not rejected for all other combinations of demographic characteristics and management functions.

Table 10. Relationship Between the Demographic Characteristics of the Respondents and the Extent of the Perceived Management Functions Practiced by the Cooperative

	Age			Years of membership			Capital build-up			Position		
Function	**F**	**p**	**η^2**	**F**	**p**	**η^2**	**F**	**p**	**η^2**	**F**	**p**	**η^2**
Planning	1.27	.28	.01	0.26	.77	.00	2.97	.05	.02	1.09	.35	.01
Organizing	1.59	.20	.01	0.55	.57	.00	3.02	.05	.02	1.09	.35	.01
Staffing	2.69	.07	.02	0.28	.75	.00	3.17	.04*	.02	1.11	.34	.01
Leading	1.33	.26	.01	0.20	.81	.00	2.48	.08	.02	1.18	.31	.01
Controlling	0.81	.44	.00	0.40	.67	.00	1.99	.13	.01	0.99	.39	.01

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DISCUSSION

Profile of the Respondents

Most respondents were middle-aged, moderately tenured operators/drivers with modest capital contributions. The concentration of members aged 36–50 years (49.80%) and 51 years and above (35.50%) indicates a mature and experienced membership with substantial life and work experience. This is consistent with earlier reports that cooperative members are concentrated in the "productive ages" of 31–50 years (Chen, 2019) and that cooperative membership is more appealing to adults than to younger people (Manansala & Mendiola, 2024). The predominance of members with 5–9 years of membership (65.00%) suggests a cooperative composed largely of moderately tenured members, reflecting stability and sustained participation; only 14.70% were relatively new members and 20.30% had been members for 10 years or more, reflecting long-term commitment.

The overwhelming majority of respondents (92.60%) had a capital build-up of PHP 2,000–4,000, which suggests that most members maintain relatively low capital contributions, possibly reflecting limited financial capacity or standardized contribution requirements within the cooperative; only 0.90% contributed PHP 6,001 or more, indicating very limited higher-level financial investment. As to position, 92.60% were operators/drivers, so the cooperative is primarily composed of operational members, with fewer individuals in managerial and administrative roles. Taken together, the profile points to a stable and mature membership base focused on operational activities, with limited representation in managerial and administrative roles.

Extent of Management Functions Practiced

The grand mean of 3.18 (SD = 0.63), "moderately practiced," indicates that while all five management functions are generally implemented, they are not yet performed at an optimal or "highly practiced" level. Respondents therefore perceive the cooperative as implementing the key management functions, although there is room for improvement. Leading was rated highest (M = 3.22, SD = 0.60), suggesting that leadership practices such as communication, motivation, and guidance are relatively strong and consistently observed. Even so, the rating reflects limitations, possibly due to inconsistent leadership approaches or a lack of advanced leadership strategies to further enhance member engagement and performance. Planning (M = 3.21, SD = 0.62) and organizing (M = 3.20, SD = 0.63) followed closely; these results imply that the cooperative is capable of setting goals and structuring tasks, but gaps may exist, such as unclear long-term direction, insufficient strategic alignment, or overlapping roles and responsibilities that affect efficiency. The closeness of their means suggests that these functions are stable but need to be made more systematic and outcome-driven.

Controlling (M = 3.15, SD = 0.64) and staffing (M = 3.14, SD = 0.68) ranked fourth and last, respectively, indicating the most pressing concerns. The relatively low score for controlling suggests weaknesses in monitoring, evaluation, and feedback systems that may result in poor tracking of performance and delayed corrective action. Staffing, with the lowest mean and the highest standard deviation, indicates not only weaker implementation but also greater variability in responses, suggesting inconsistency in recruitment, selection, training, and personnel management that could lead to inefficiencies and a misalignment of skills within the cooperative. Overall, while leadership appears to be the strongest area, the cooperative faces notable challenges in staffing and controlling that require immediate attention; strengthening these weaker functions, alongside enhancing planning and organizing, is essential for reaching a "highly practiced" level of management performance.

Planning

The variation in standard deviations (0.59–0.65) suggests that planning practices are generally implemented but perceived with some inconsistency, particularly in strategic alignment and the continued evaluation of plans, the two

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lowest-ranked indicators. This may be due to irregular monitoring, limited strategic integration, insufficient member involvement, or a lack of structured evaluation tools and training. These gaps prevent the cooperative from achieving a more consistent, systematic, and highly practiced level of planning. The literature suggests why this matters: participatory and strategic planning is a cornerstone of cooperative success (Chungyas & Trinidad, 2022), and in cooperatives the board typically sets long-range strategic and financial plans while management develops short-term plans and operating procedures (Park & Engelke, 2019)—an arrangement that depends on the alignment of short- and long-term goals.

Organizing

The organizational structure designed to support effective and efficient decision-making ranked first, suggesting a relatively strong structural foundation, and clearly defined roles and responsibilities ranked second, indicating clarity in accountability among members and officers. Communication channels, record-keeping, and workflows ranked lower, with workflows showing the highest standard deviation and thus the least agreement; although systems are in place, there may be inconsistencies in communication effectiveness, documentation practices, and operational efficiency. Several factors may explain why organizing did not reach the "highly practiced" level: gaps in the consistent implementation of communication systems, leading to delays or misunderstandings in coordination; possible duplication of tasks or a lack of process optimization; inconsistencies in record-keeping that may affect accountability and transparency; and uneven application of policies and procedures, since not all members experience the organizing function in the same way. These issues highlight the need for system standardization, enhanced communication strategies, and continuous monitoring of organizational processes.

Staffing

Clear policies for discipline and grievance handling and the effective management of volunteers and member-contributors ranked highest, indicating strengths in maintaining order and encouraging participation. The selection process and compensation policies received moderate ratings, suggesting that fairness and competitiveness are observed but may need strengthening. Orientation and onboarding of new staff and members ranked lowest and had the highest standard deviation, indicating the least agreement among respondents and inconsistency in how new members and staff are introduced and integrated into the cooperative. The failure to reach a "highly practiced" level may be attributed to gaps in structured onboarding programs, possible inconsistencies in implementing selection and compensation policies, and varying member experiences of staffing practices; the higher standard deviations further suggest that these processes are not applied uniformly. These findings are consistent with the literature describing the particular HRM challenges that arise from the relationships among members, the board, and management staff in cooperatives (Belte, 2022; Matabi, 2018). Standardizing recruitment, strengthening onboarding, and ensuring consistent implementation of staffing policies are needed to raise the staffing function.

Leading

Regular and transparent communication, leadership accessibility and approachability, and clear communication of the organization's vision ranked highest, indicating that leaders maintain open communication with members and staff and display traits that foster trust and motivation; the relatively low standard deviations (0.57–0.64) suggest that leadership practices are fairly uniform across the cooperative. The lower-ranked indicators—empowering staff and members through delegation and handling conflicts fairly and promptly—point to areas needing improvement, and the slightly higher standard deviation for conflict management indicates some variation in how respondents experience leadership effectiveness in resolving issues. The cooperative's inability to reach a "highly practiced" level may be attributed to gaps in fully empowering members and staff and to inconsistencies in conflict resolution: while communication is strong, decision-making authority may still be centralized, limiting initiative and participation, and delays or perceived bias in handling conflicts could affect trust and overall leadership effectiveness. These findings

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point to the need to strengthen participative leadership, enhance conflict management strategies, and apply leadership practices consistently, in line with the literature linking shared leadership, open leadership, and leadership trust to member commitment (Owens & Valesky, 2015; Randel et al., 2018).

Controlling

Basic control mechanisms are present: systematic budget preparation and monitoring, accurate financial records, and functioning internal control systems received the highest ratings. However, several critical weaknesses prevent the cooperative from achieving a "highly practiced" level. The most pressing problems concern the reliability and security of organizational operations. First, data and records are not consistently backed up and securely stored (M = 3.07), exposing the cooperative to potential data loss and compromising the protection of sensitive information. Second, the cooperative assesses the effectiveness of its control system only to a limited extent (M = 3.06, SD = 0.71), indicating a reactive rather than proactive approach. These gaps suggest that control processes lack thoroughness, consistency, and a culture of continuous improvement, and the higher standard deviations for these indicators highlight varying experiences among members and staff, reflecting uneven implementation of key control measures. The weakness in evaluating the control system corresponds to the monitoring component of control frameworks such as COSO that the literature applies to cooperatives. In summary, the main problems in controlling lie in inadequate data security, inconsistent evaluation of control systems, and limited proactive improvement; strengthening these areas is critical to safeguarding resources and enhancing overall organizational accountability.

Demographic Characteristics and Perceived Management Functions

Most demographic factors had no statistically significant relationship with the perceived extent of management functions: most p values were greater than .05 and effect sizes were small ($\eta^2 < .06$), indicating minimal practical impact. Age, years of membership, and position showed no significant relationship with any management function ($\eta^2 = .00–.02$), so these characteristics do not substantially affect how respondents perceive the cooperative's management practices; management functions are generally perceived consistently across age groups, tenure, and positions. The only notable variation lies in capital build-up, which showed a small relationship with staffing and, at the .05 threshold, with organizing. These results suggest that members' level of capital contribution may slightly influence how they perceive organizing practices (task allocation, coordination, and the structuring of roles) and staffing practices (recruitment, orientation, and compensation).

Two cautions apply. First, the direction of the difference cannot be established from the reported F tests, because group means and post hoc comparisons were not reported; the suggestion that members with higher capital contributions perceive organizing and staffing as slightly more effective is therefore tentative. Second, the capital groups were highly unbalanced (201, 14, and 2 respondents), and the p-values for planning, organizing, and staffing lie at or near .05, so the finding should be interpreted conservatively. Whatever its direction, the finding highlights the importance of ensuring that organizing and staffing processes remain transparent, inclusive, and equitable for all members, regardless of their level of capital contribution.

Proposed Management Development Plan

The proposed management development plan for the UNRITODA Transport Cooperative aims to strengthen and elevate all managerial functions to a "highly practiced" level, ensuring sustainable growth, operational efficiency, and active member engagement. For *planning*, the cooperative should conduct regular strategic reviews, establish clear and measurable objectives, and implement structured performance monitoring to align short-term operations with long-term goals, which is crucial for organizational coherence. For *organizing*, roles and responsibilities must be clearly defined, communication channels enhanced, and workflows streamlined to eliminate redundancy, as a well-structured organization directly supports accountability and efficiency. For *staffing*, transparent recruitment, fair

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compensation, regular training, and performance-based evaluations are essential, since investing in human capital strengthens all other management functions. For *leading*, participative and approachable leadership should be maintained, with development programs for emerging leaders, since strong leadership is the backbone of cooperative success and drives effective decision-making. For *controlling*, financial monitoring, regular audits, system evaluations, and secure data protection must be prioritized, particularly in the areas identified as weak, as effective control systems are vital for transparency, risk mitigation, and organizational integrity.

The plan should be implemented in phases (Table 11): a short-term focus on internal controls, staff orientation, and workflow efficiency; a medium-term emphasis on strategic alignment and leadership development; and the long-term institutionalization of best practices across all managerial functions. Biannual reviews, member feedback, and performance assessments should guide adjustments so that improvements are continuous and sustainable. By addressing these priority areas, the cooperative can significantly enhance its management effectiveness, operational performance, and member participation, positioning itself as a model of excellence in cooperative management.

Table 11. **Proposed Management Development Plan for UNRITODA Transport Cooperative**

Areas needing enhancement/objectives	Activities/objectives	Time frame	Key person	Feedback mechanism
Align short-term objectives with long-term strategic plans	Clear, measurable goals; improved strategic alignment; enhanced organizational direction	0–6 months	Board of Directors and Committee	Quarterly review meetings, progress reports, and member input surveys
Enhance workflow efficiency	Streamlined processes; reduced delays; optimized resource utilization	0–6 months	Board of Directors, Committee, and Operations Manager	Workflow performance audits; staff feedback; process evaluation forms
Improve orientation for new staff and members	Competent, informed personnel; faster integration of new members; reduced role confusion	0–6 months	HR Officer and Committee	New member/staff surveys; onboarding assessment forms; HR evaluation reports
Maintain clear, approachable, and participative leadership	Engaged and motivated members; effective decision-making; strengthened leadership influence	Ongoing / continuous	Chairman and Board of Directors	Regular member meetings, suggestion boxes, leadership effectiveness feedback forms
Strengthen control system evaluation and improve data backup/security	Enhanced accountability; minimized errors; protected organizational data; reliable monitoring and reporting	0–12 months	Treasurer, Cashier, and Bookkeeping	Internal audits; system checks; monthly financial and data security reports; staff feedback

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Limitations and Directions for Future Research

Several limitations should be noted. The findings rest on respondents' perceptions rather than on objective performance indicators, were collected from a single cooperative at one point in time (February 2026), and reflect a sample in which operators/drivers constitute 92.6% of respondents, so the views of board members, committee members, and administrative staff are represented by small numbers (4, 5, and 7 respondents). The researcher addressed potential limitations by explaining the purpose of the study to respondents and ensuring anonymity and confidentiality to encourage candid responses. Future researchers may replicate the study in other transport- or tourism-oriented cooperatives, report group means with post hoc comparisons, and complement perception data with objective measures of operational and financial performance and with qualitative inquiry into staffing and control practices.

Conclusion and Recommendations

Conclusions

1.The demographic profile of the 217 respondents shows that the cooperative is composed primarily of experienced, middle-aged individuals who are actively engaged in operational roles and maintain modest financial contributions.

2.The management functions of the cooperative are moderately practiced (grand mean = 3.18, SD = 0.63). Respondents perceive the cooperative as effectively implementing the key management functions, with leading the strongest function and staffing and controlling the weakest, although there is still room for improvement; the lowest-rated practices are the regular assessment of the control system, secure data backup, and orientation of new staff and members.

3.Demographic characteristics have minimal influence on respondents' perceptions of management functions. Among all factors, capital build-up has a slight effect on organizing and staffing practices, suggesting that members with different levels of financial contribution may perceive these functions differently; age, years of membership, and position do not significantly affect perceptions.

4.A phased Management Development Plan that addresses the identified gaps in planning, organizing, staffing, leading, and controlling can be proposed to raise the cooperative's management functions to a "highly practiced" level.

Recommendations

1. UNRITODA Transport Cooperative is strongly recommended to prioritize improvements in the areas that received the lowest scores, particularly control system evaluation, data backup and security, and orientation for new staff and members. Strengthening these areas is crucial to achieving a "highly practiced" level of management effectiveness. Aligning short-term objectives with long-term strategic plans and improving workflow efficiency will further boost operational performance. Leadership should continue to maintain clear, approachable, and participative communication to ensure member engagement and effective decision-making. Regularly monitoring demographic variations in member perceptions will help tailor management practices to the diverse needs of the cooperative's members. By focusing on these priority areas, the cooperative can elevate its overall management functions, ensuring greater accountability, efficiency, and sustainability in its operations.
2. The cooperative should fully adopt and consistently implement the Proposed Management Development Plan (Table 11) to address existing gaps in its managerial practices.
3. Future researchers are encouraged to apply the same framework to other transport cooperatives and to use this study as reference material.

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