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ENTREPRENEURIAL ORIENTATION DIMENSIONS AND INCOME GENERATION OF MULTIPURPOSE COOPERATIVE SOCIETIES IN NORTH-CENTRAL, NIGERIA

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ABSTRACT

Co-operative societies are regarded as a business model with capability to provide economic and social sustainability. Despite their significance, the co-operative societies have been marred with several challenges such as loan delinquency, getting loans over their maximum credit limit which hinder their performance. This paper therefore aimed to examined how entrepreneurial orientation dimensions affect the income

Introduction

Co-operatives were recognized as a critical vehicle towards poverty alleviation and support economic development in Africa (International Co-operative Alliance, 2020). The goal of cooperative as an economic entity is to promote and preserve the members' economic interests. Cooperative societies, as a socio-economic organization, differ from other non-governmental organizations and community-based associations, which frequently have social and cultural aims. According to International Labour Organization (2016), cooperative society is one of the most essential strategies employed to achieve economic and social development in developing nations.

For centuries, co-operatives have played a significant role in socio-economic development of nations. Thus, cooperatives help members to pursue both economic and social wellbeing. The International Co-operative Alliance (ICA) Blue print (2020) anticipates cooperatives as a business model that will provide economic, social and environmental sustainability and be the fastest growing form of enterprise. This assertion was drive by

generation capacity of multipurpose co-operative societies in North –Central, Nigeria. Specific objectives were to: examine the effect of entrepreneurial pro-activeness orientation on performance of cooperative societies; investigate the relationship between entrepreneurial innovative capacity orientation and performance of cooperative societies A sample size of 373 was drawn from 12,671 population using Taro Yamane formula. Questionnaire were administered out of which 383 were retrieved. Multiple regression was used in the analysis. Descriptive analysis indicated that entrepreneurial orientation dimensions measured were evenly distributed. Therefore, the result of multiple regression analysis indicated that there is significant positive influence between entrepreneurial orientation determinants (innovative capacity. with β=0.132, t-value=2.483 and p-value=0.013; pro-activeness with β=0.372, t-value=6.329 and p-value=0.000 and performance of the antecedents of cooperative society (which is measured by income generation. The study found that one out of two proposed null hypotheses have significant impact on the income generation of cooperative societies. These findings showed that entrepreneurial orientation play an essential role through innovative capacity and pro-activeness, and it has significant influence on the income generation of cooperative societies. The study concluded that cooperative societies improve growth of income generation through entrepreneurial orientation which help their members in the area of investment decision as well as avoid loan delinquency. It was recommended that cooperative societies should focuses on Innovative capacity to ensure income generation, and more emphases should have laid on pro-activeness.

Key word: Entrepreneurial orientation, cooperative society, innovative capacity, income generation, pro-activeness.

the five (5) pillars of cooperative which includes participation, sustainability, identity, capital and legal framework. As co-operative societies are striving to support human development, they face various challenges such as low human resource capacity, weak economic base, extensive financial dependency from external sources, lack of internal capacity and poor governance.

Entrepreneurial orientation has been considered as one important element for development of cooperative society (Helfat, 2022). Through the perspective of entrepreneurship, most cooperative societies have improved in their cooperative laws which lead to management of internal control and strict adherent to the cooperative bye

laws and regulations (Bhatti et al, 2021). According to Alfaliha, and Rac, (2020), entrepreneurial orientation has contributed to proper record keeping which enhanced growth of cooperative performance. Atandi, (2021) found that majority of Nigeria cooperative societies had not shown sufficient interest in entrepreneurial orientation, despite its significance to drives co-operators to invest their money wisely. However, the current state of intense competition has caused significance hurdle to investment decisions among cooperative members in Nigeria. It is perceived that one way out of this hurdle is entrepreneurial orientation.

Statement of the Problem

In Nigeria, the performance of cooperatives has fallen due to two factors: the expansion in financial technology by commercial banks, which increases access to funds from sham banks, and lack of entrepreneurial orientation among cooperative members. The International Cooperative Alliance (ICA) states that the fundamental tenets of cooperative societies are self-help and self-responsibility. Cooperatives in North- Central, Nigeria State mostly depend on government financing to grow. Both the expansion and viability of cooperative groups are slowed down by poor administration. The inadequate entrepreneurial drive and inept management of the member cooperative societies.

Innovative capacity has been identified as the primary construct in entrepreneurship, according to earlier studies. Innovative capacity is defined as a company's propensity to support and engage in new ideas, innovation, experimentation, and creative processes that may result in a range of goods, services, or new procedures. When used effectively, innovative capacity has a favorable correlation with project success and, eventually, the creation of jobs. In regions where metrics have been effectively implemented, this has been well documented. Nonetheless, this narrative is untrue for numerous developing economies, like Nigeria. Many cooperative society members do not perform investment appraisals prior to launching their businesses, most likely due to a lack of understanding of the associated procedures.

Therefore, entrepreneurship might be seen as a threat to current corporate models and technological advancements. As a result, there are many conflicting conclusions and conceptualizations in the literature, few of which integrate the ideas of inventive potential and cooperative performance.

Research Objectives

This paper aimed to examine the effect of entrepreneurial orientation dimensions on the income generation of multipurpose co-operative societies in North- Central, Nigeria. The specific objectives are:

i. to evaluate the relationship between Innovative capacity and income generation of multipurpose cooperative societies in North -Central, Nigeria;
ii. to explore the effect of pro-activeness on the income generation of multipurpose cooperative societies in North Central, Nigeria.

The following hypotheses were formulated to guide us in achieving the objectives of the study

H_{01}: Innovative capacity does not have significant effect on income generation of multipurpose cooperative societies in North -Central, Nigeria.

H_{02}: pro-activeness does not have significant effect on income generation of multipurpose cooperative societies in North- Central, Nigeria.

Entrepreneurial Orientation (EO)

The notion of Entrepreneurial Orientation (EO) originated with Miller (1983). Miller characterizes EO as an innovative company that innovates in the product and market, takes on somewhat risky endeavors, and is the first to come up with "proactive" innovations, outpacing rivals. Atandi (2021) described entrepreneurial orientation (EO) as a company's propensity to engage in entrepreneurial activities including innovation, taking calculated risks, and being proactive. According to Rashid,

Vu, *et al*, (2020) the concept of entrepreneurial orientation is associated with norms of decision-making that prioritize proactive, inventive approaches that include a certain amount of risk. Ferreras-Méndez and associates, (2021) stated that entrepreneurial orientation is characterized by a company's desire to innovate and develop new products, as well as how proactive or aggressive it is in the product-market unit (PMU) it has chosen. According to Agbenyegah and Mahohoma (2020), entrepreneurial orientation (EO) is the willingness and capacity of a company to participate in entrepreneurial activities, such as being innovative, taking risks, being proactive and aggressive, and adopting a customer-centric approach. Accordingly, entrepreneurship is the primary driver of a nation's economic progress, globalization and firm's prosperity.

Innovative capacity

The ability of a company to develop novel concepts, items, procedures, or business models is referred to as Innovative capacity. According to the literature on innovation, it is a major factor in company performance and competitiveness (Wang et al., 2020). It has been discovered that a number of variables, such as organizational culture, leadership, and strategic decision-making procedures, are related to Innovative capacity. For instance, Innovative capacity is positively correlated with a strong innovation culture that

is defined by autonomy, experimentation, and risk-taking. Additionally, it has been discovered that Innovative capacity is favourably correlated with transformational leadership, which emphasizes inspiration and vision.

Wang, *et al*. (2020), research has demonstrated that a firm's resources and competencies can have an impact on Innovative capacity, businesses that have access to capital, cutting-edge technology, and competent personnel are more likely to be inventive. Additionally, businesses that collaborate and have strong networks with outside parties like suppliers, clients, and institutions are more likely to be innovative. According to research, innovation influences a firm's strategic choices, including diversification, internationalization, and collaborations, favourably (Ayodele, *et al*, 2021). For instance, more innovative businesses are more likely to break into new industries, create novel goods, and create strategic partnerships. From the foregoing, it can be seen that innovation, is a major force behind business performance and competitiveness and influences organizational culture, leadership, strategic decision-making, resources, and capacities and income generation.

Pro-activeness

A company's propensity to take the initiative and foresee opportunities and obstacles in the future is referred to as pro-activeness (Baublys, 2020). According to the literature, pro-activeness is correlated favourably with company performance, including metrics like profitability, growth, and market share (Hamilton, 2020). According to published research, companies that use a proactive and dynamic approach to strategy are more likely to be innovative. In the word of Teece (2019), companies that adopt a proactive strategy are more likely to foresee and adapt to changes in the external environment. Additionally, businesses that place a high priority on consumer demands and market trends are more likely to take a proactive approach. Additionally, businesses that place a high priority on client requirements and industry trends are more likely to be innovative.

Organisational culture, leadership, and strategic decision-making procedures have all been found to be connected with pro-activeness (Helfat, 2022). For instance, pro-activity is positively correlated with cultures that respect autonomy, creativity, and risk-taking. Additionally, pro-activity has been found to be positively correlated with transformational leadership, which emphasizes inspiration and vision.

Furthermore, it has been discovered that proactive behaviour has a favourable effect on a company's strategic choices, such as diversification, internationalization, and collaborations (Baublys, 2020). For instance, proactive businesses are more likely to break into new industries, create novel goods, and create strategic partnerships. Additionally, research has demonstrated that a firm's resources and capacities might affect pro-activity. Businesses that have access to finances, cutting-edge technology, and a

competent crew are more inclined to take initiative. In addition, proactive behaviour is more likely in businesses that have strong networks and partnerships with external partners, including suppliers, customers, and universities (Vu, 2020).

Income Generation: It is the outputs of cooperative society interventions which imparts vocational skills or provide capital to enhance the capacity of an individuals or groups to generate more income or increase their income generation. The conceptual framework below illustrates the Operationalization of entrepreneurial orientation and the income generation of multipurpose cooperative societies.

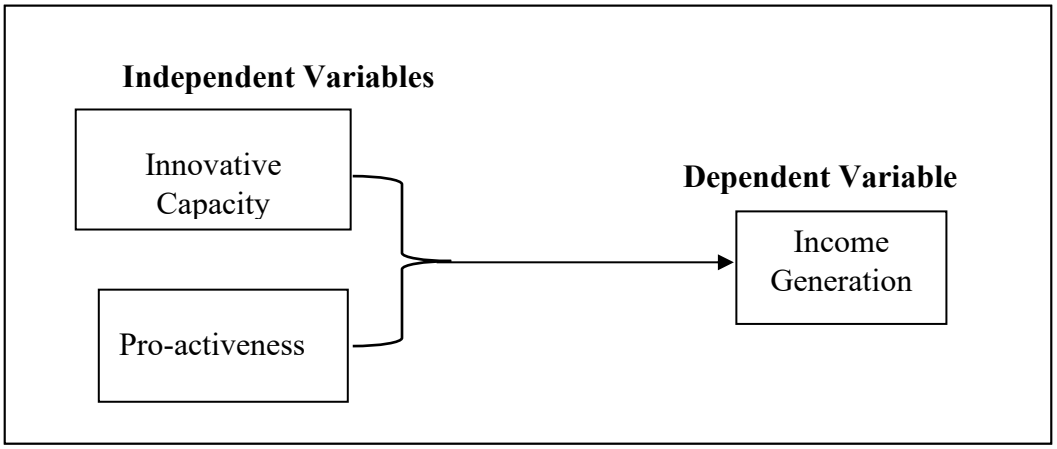

Figure: 2.1 Conceptual framework

Source: Author's conceptualization (2025).

The conceptual framework depicted in figure 2.1 was constructed after reviewing existing research on entrepreneurial orientation and cooperative performance. Two constructs entrepreneurial orientation and the performance of cooperative societies were created. Innovative capacity, and pro-activeness are the two characteristics of entrepreneurial orientation, while cooperative performance was measured by income generation. Numerous research studies have demonstrated a significant association between cooperative performance and variables of entrepreneurial orientation (Makhloufi, *et al*, 2022)

Theoretical Review

Schumpeter's Theory of Innovation

Schumpeter theory of innovation was introduced by Joseph Schumpeter in 1934. According to the view, an entrepreneur's primary responsibility in the economy is to introduce innovations that result in profits (Kaya, 2015). The thesis emphasized that

successful creativity is the only method to generate profitability within a company and that entrepreneurship plays a significant role in fiscal development. It emphasizes that organizations (Cooperative societies) can be innovative in ways like bringing sustainable business structures, introducing new methods or procedures, or updating existing offerings (Chavez, & Chen, 2022),

According to Schumpeter as cited Baker, (2023), creative market impact would outperform hidden price competition. The theory is predicated on the assumption that entrepreneurship is crucial, and that technological innovation frequently results in transitory monopolies that produce abnormal profits that can be quickly undercut by competition (Estrin, *et al*, 2022). Innovations, according to Schumpeter, decide the course that corporate organizations take. The hypothesis suggested actions that may be taken to stabilize the overall financial gain of the company. Innovation heavily depends on an organization's market power. Schumpeter presupposed that the economy is stable and does not fluctuate, but that the diffusion of creativity and changes in perception might foster entrepreneurship (Chu, *et al*, 2022).

In a similar argument to Schumpeter's, Baker (2023) asserts that innovation is the true centre of entrepreneurship, not just in large-scale businesses as Schumpeter suggests, but also in small businesses, as well as in both private and public organizations. Drucker, in contrast to Schumpeter, sees entrepreneurship as a profession with a knowledge base, one whose foundation is based more on concept and theory than on intuition. Whereas, the Neo-Austrian School of Economics disputed this hypothesis, claiming that entrepreneurship was more likely to occur in a state of disequilibrium than equilibrium (Bagus, & Blasco, 2023). These economists contend that a typical entrepreneur is someone who sees an opportunity at a low price and raises the price on the same goods due to inter-temporal and interspatial demands. Because the entrepreneur is constantly on the lookout for profitable trade chances (making him an arbitrageur) and the first to act when such opportunities arise, he or she is able to earn revenue and escape poverty.

Empirical Review

Wach *et al*, (2023) focuses on how entrepreneurial orientation is interdependent. The study's main goal was to confirm the connection between innovation, proactivity, and taking calculated risks as three components of internationalized enterprises' entrepreneurial approach. The article's key research question is: How do innovation and risk-taking affect proactivity within the interconnected three-dimensional framework of entrepreneurial orientation? The survey results from a stratified sample of 355 Polish internationalized enterprises were analysed in the study using structural equation modelling (CB-SEM). The empirical results showed that, within the linked three-

dimensional construct of entrepreneurial orientation, risk-taking (RISK) and Innovative capacity (INNO) have a positive effect on pro-activeness (PROACT). Additionally, 36% of the variation in pro-activeness (PROACT), which is regarded as strong in social sciences, including business studies, is explained by the degree of risk-taking (RISK) and Innovative capacity (INNO).

Obumneke and Nimfa (2021) carried out study on the entrepreneurial Orientation and business performance of SMEs in Nigeria At the moment, the dynamic SME sector is recognized as a key driver of economic growth, innovation, job creation, and poverty alleviation. For SMEs to achieve a sustained competitive edge, entrepreneurial activities have become even more important. Thus, using north central Nigeria as a case study, the study investigated the effects of entrepreneurship orientation on the performance of SMEs in Nigeria. The study used descriptive and OLS regression analysis. The study's findings showed that SMEs are more likely to obtain competitive advantage and improved performance the more they adopt an entrepreneurial Orientation (EO). It also showed that proactive entrepreneurs were more likely than their conservative counterparts to create jobs and develop new goods or services for international markets. The report thus advises SMEs operators to continually update their knowledge with new technology advancements in order to be outfitted with the necessary abilities needed to serve their old and potential consumers in order to increase sales growth and employment generations (Chavez, &Chen, 2022)

Methodology

Research Design

The study adopted a cross-sectional survey design to ascertain the impact of entrepreneurial Orientation on income generation of multipurpose cooperative societies in North- central, Nigeria. In quantitative research, survey is used to gather primary data through the use of questionnaire. The main supposition of this form of inquiry is that the quantitative approaches provide a more complete understanding of entrepreneurial orientation as it relates to income generation of multipurpose cooperative society. The adoption of quantitative methods for this research is related to the focus of this research which is to ascertain the effect of the independent variables against the dependent variables. The population of the study consists 12,671 of cooperative members of various registered cooperative societies in North –Central, Nigeria.

Research Instrument

In other to make the questionnaire interesting, unambiguous and easy to complete, the data collection instrument carried options to which respondents were asked to indicate

their degree of agreement and disagreement statement from the research questions. The questionnaire's use of a Likert 5-point scale is a suitable method for gathering respondents' perceptions of how entrepreneurial orientation affects cooperative performance. The Likert scale offers a consistent method for gauging attitudes and opinions, making it simpler for respondents to comprehend and complete. A more nuanced view of respondents' attitudes and beliefs is possible because to the Likert scale's variety of response options, which vary from strongly disagree to strongly gree are used. Rresearch instruments was a well-structured and closed ended questionnaire. The questionnaire was divided into three segments; Section 'A' comprises the demographic characteristics of the respondents while Section 'B' entail the items on entrepreneurship orientation in relationship to Innovative capacity and pro-activeness Section 'C' consist of cooperative performance in relation to scalable business and income generation.

Method of Data analysis

Data gathered were explore and each scale were categorically described by means of frequency and numerical. One-way Anova and independent t-test were applied in order to evaluate the means difference within the groups; while, Cronbach's alpha also adopt to check the principal component analysis i.e. reliability and validity of the questionnaire. Multiple linear regression analysis was applied to determine the association of independent variables with the performance of cooperative score. P-value of less than 0.05 is judged to be statistically significant.

Data Analysis, Results and Interpretation

Model fit Analysis

Multiple regression was employed to measure the effect of entrepreneurial orientation (measured by Innovative capacity and pro-activeness scales) on the income generation of multipurpose cooperative society.

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.453[a]	.205	.201	.68507	1.685

a. Predictors: (Constant), Pro-activeness, Innovative capacity
b. Dependent Variable: Income Generation of Multipurpose Cooperative Society

Source: Author's Field Survey (2025).

The result of regression as contained in the above table model Summary, showed that the R^2 gave a value of 20.5 percent. This indicates that model fit analysis (i.e. pro-activeness

and Innovative capacity) explained about 20.5 percent of the variance in the income generation of multipurpose cooperative society. By implication, the findings suggested that entrepreneurial orientation dimension such as pro-activeness and Innovative capacity can predict the income generation of multipurpose cooperative societies. The Durbin-Watson Statistic gives 1.685 coefficients which showed that there is absence of serial correlation in the error terms of the model which rule out the problems associated with spurious regressions.

Analysis of Variance

Preliminary analyses were carried out in this study to ensure that there is no violation of the assumptions of normality, linearity, homoscedasticity and Multicollinearity. The result of regression as contained in table of ANOVA indicates F-test with 48.740, significant at 1 percent [*p<.000*]. This revealed that the model was well specified.

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	45.750	2	22.857	48.740	.000[b]
	Residual	176.935	377	.469		
	Total	222.684	379			

a. Dependent Variable: Income Generation of Multipurpose Cooperative Societies

b. Predictors: (Constant), Pro-activeness, Innovative capacity

Source: Author's Field Survey (2025)

Regression Coefficients

The result of regression analysis conducted in this study as contained in table: Regression coefficients, test the hypotheses of this study.

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	2.393	.203		11.785	.000		
	Innovative capacity	.053	.053	.056	1.006	.315	.688	1.454
	Pro-activeness	.405	.053	.420	7.583	.000	.688	1.454

a. Dependent Variable: Income Generation of Multipurpose Cooperative Societies

Source: Author's Field Survey (2025).

The result of multiple regression coefficients on coefficients table showed that Innovative capacity does not have significant impact on the income generation of multipurpose cooperative societies such that a unit decrease in Innovative capacity score caused about .056 and 1.006-unit decrease in the income generation of multipurpose cooperative societies score which was statistically significant in term of Beta coefficient, t-value and p-value. Therefore, Innovative capacity showed β coefficients with .056, t-value with 1.006 at sig of .315 [P=value above 0.005]. By implication, this result indicates that Innovative capacity have no impact on the income generation of multipurpose cooperative societies. The multiple regression coefficients indicated the degree of strength of the entrepreneurial orientation variable such as pro-activeness on the income generation of multipurpose cooperative societies. Pro-activeness has significant impact with a β coefficient of .420, t-value of 7.583 at sig of 000 [p-value below 0.005]. The results suggested that a unit increase in pro-activeness score caused about .420 and 7.583-unit increase in the income generation of multipurpose cooperative societies score. By implication, this finding indicates that pro-activeness can predict income generation of multipurpose cooperative societies in the North-Central, Nigeria.

Rule of the Hypotheses

The sign of (Ho) and (Hα) in the bracket represent both null and alternative hypotheses. The rule of hypotheses decision in this study is as follow: accept null hypothesis if *p* (probability) is greater than alpha (.005) which means there is no significant impact between the scales While, alternative hypothesis will be rejected. If otherwise, the alternative will be accepted.

Hypothesis One: Innovative capacity does not have significant effect on the income generation of multipurpose cooperative societies in North- Central, Nigeria.

This hypothesis is focused on how Innovative capacity could not influence the income generation of multipurpose cooperative societies in North - central, Nigeria. The null and alternative hypotheses are as follow:

H_o: (Innovative capacity does not have significant effect on the income generation of multipurpose cooperative societies in North Central, Nigeria).

Hα: (Innovative capacity has significant effect on the income generation of multipurpose cooperative societies in North Central, Nigeria).

Based on the coefficient table above, multiple regression coefficients predicted that Innovative capacity measured beta coefficient with β coefficients =.056, t-value= 1.006, while the p-value sig = 0.315 (higher than alpha 0.005). This support null hypothesis (H_o) as alternative hypothesis is rejected. This is an indication that Innovative capacity as

entrepreneurial orientation predictor has no significant effect on the income generation of multipurpose cooperative societies, which means that Innovative capacity cannot effectively influence the income generation of multipurpose cooperative societies in North-Central, Nigeria. This finding corroborate the results of previous study conducted on the context of entrepreneurial orientation and education on cooperative performance (Sofoluwe, 2020).

Hypothesis Two: Pro-activeness does not have significant effect on the income generation of multipurpose cooperative societies in North Central, Nigeria.

This hypothesis is focused on how pro-activeness could not influence the income generation of multipurpose cooperative societies in North Central, Nigeria. The null and alternative hypotheses are as follow:

H_0: (Pro-activeness does not have significant effect on the income generation of multipurpose cooperative societies in North -Central, Nigeria).

$H\alpha$: (Pro-activeness has significant effect on the income generation of multipurpose cooperative societies in North Central, Nigeria).

Based on coefficient table above, multiple regression coefficients predicted that pro-activeness measured beta coefficient with β coefficients =.420, t-value= 7.583, while the p-value sig = 0.00 (lower than alpha .005). This support alternative hypothesis (H_0) as null hypothesis is rejected. This is an indication that pro-activeness as entrepreneurial orientation dimension has positive significant effect on the income generation of multipurpose cooperative societies, which means that pro-activeness can effectively, predicts the income generation of multipurpose cooperative societies in North-Central, Nigeria. This result supports the findings of research conducted previously by Francis, et *al* (2014) on relationship between training development activities and business set-up.

Discussion of the findings

The study assesses how pro-activeness and innovative capacity aptitude, two aspects of entrepreneurial orientation, affect the ability of multipurpose cooperative societies in North-Central Nigeria to generate revenue. The study discovered that in North-Central Nigeria, multipurpose cooperative societies' ability to generate income is not significantly impacted by their inventive capabilities. The study found that while innovative capacity can change multipurpose cooperative societies' operations, it cannot affect how they generate income. According to the study, innovative capacity does not impartially assess members' contributions to cooperative societies or consider the possible benefits of cooperative investment.

The findings of this study on the innovative capacity contradicted the hypothetical results of study conducted by Agrawal, *et al* (2015) which indicate a positive correlation between a start-up's innovativeness and its ability to attract funding. Thus, successful innovation showcases a start-up's growth potential and enhances investor confidence, leading to increased financial support. The examination and testing of the hypothesis demonstrate that pro-activeness has a major impact on multipurpose cooperative societies' ability to generate income.

The study found that while there is a lot of evidence linking pro-activeness to business performance, pro-activeness is crucial to the success of multipurpose cooperative organizations. Cooperative societies management teams with a history of being proactive are more likely to provide their members with worthwhile contributions, which may boost income generation. According to the study, there is evidence that pro-activeness is a crucial element of an entrepreneurial mindset, which may have contributed to multipurpose cooperative organizations' increased ability to generate income. The results of this study were supported by a similar study by Baublys (2020), which found that proactive entrepreneurs are more inclined to actively seek out and create opportunities, fostering culture of development within the business environment.

Conclusion and Recommendations

The goal of the study was to determine how entrepreneurial orientation affects multipurpose cooperative societies' ability to generate income. The study demonstrated that two aspects of entrepreneurial orientation, such as innovative capacity and pro-activeness, are crucial and have the potential to improve the operations of cooperative societies with multiple purposes. However, the study concluded that innovative capacity does not have significant effect on the income generation, and pro-activeness has no significant effect on the income generation of multipurpose cooperative societies. It was therefore established that entrepreneurial orientation dimension contributed to the income generation of multipurpose cooperative societies in North-Central, Nigeria. It is also concluded that entrepreneurial orientation enhances income generation of the multipurpose cooperative societies.

Recommendations

The study recommendations were suggested based on the findings of the study. The following suggestions were made:

i) The entrepreneurial oriented factor, such as innovative capacity, has been highlighted as a crucial component that has the potential to boost multipurpose cooperative societies' activities. Management of these organizations should focus

on this dimension. To increase the amount of money they generate, cooperative societies should be inventive and creative in their business practices and operational procedures.

ii) It is also recommended that pro-activeness as one of important predictors of entrepreneurial orientation emphasis should be laid on it due to its significant impact on income generation. Mobilisation of customers is crucial for eve cooperative organization, as the larger the size of customers the higher the income generation. This variable is very important, and it should not be neglect perhaps it should be given much attention since every cooperative organization largely dependent on the level of income generation.

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