

The Business Operation of Laur Transport Service Cooperative: Problems and Recommendations amidst COVID-19 Pandemic

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Abstract: The transportation business is in a difficult position; one of its primary functions is to connect the world, to enable individuals to communicate face to face, and it is widely regarded as the primary facilitator of social interaction. With the spread of COVID-19, the impact on households, workers, businesses, and other industry, including cooperatives, is unevenly distributed. The purpose of this study was to determine the competence of Laur Transport Cooperative's functional areas of business operation in terms of responding to and assisting members and the cooperative. Additionally, this study identified and recommended solutions to the cooperative's challenges in each of its four areas of business operations. This study uses a descriptive approach to paint a picture of the situation, explain how cooperatives now operate, and eventually give a conclusion. It was used to explore and ascertain how organizational/management, marketing, technical/operational, and financial aspects influence cooperative operations, hence affecting cooperative performance. The researchers chose 91 cooperative members as responses, out of a total of 118. The study employed a random sampling technique. The researchers utilized the Raosoft tool to determine the number of respondents required for the study with a 95% confidence level and a 5% margin of error. The research gathered information through survey questionnaires to augment the criteria required for the investigation. The researchers ran a dry run to assess the questionnaire's reliability and validity and to identify potential difficulty spots. The data was analyzed using statistical tools such as percentage, frequency distribution, weighted mean, and theme analysis utilizing Colaizzi's Seven Steps Method. As a result, the respondents ceased operations when the epidemic began and have resumed operations. Essentially, the pandemic has altered the cooperative's four aspects of operation, most notably the operational aspect. Additionally, respondents disclosed that they were encountering a variety of operational issues. The researchers created a proposed business plan to assist respondents in improving their operations during the covid 19 pandemic.

Keywords: Cooperative, Business Operations, Covid- 19, Aspects of Business, Transport Service

I. INTRODUCTION

The transport industry finds itself in an unfortunate situation, one of its essential roles is to bring the world together, enable citizens meet face to face, and it is considered as the main facilitator of social interaction. Now that function has paused due to the movement restrictions put in place around the world. With the spread of the COVID-19, the impact is unevenly distributed for households, workers, businesses and other industry, including cooperatives.

Laur Transport Service Cooperatives declined in demand and revenue. Drivers and operators suffered through declining revenue due to restrictions in public transport during the pandemic. Every public transport driver's life was difficult even before the pandemic because of the average amount of income that they earn and covers only their everyday financial expenses such as food, rentals, water and electricity bills, educational needs and other costs (Ranis et al., 2021).

Nowadays, cooperatives performance has faced many problems. In the study conducted by Somers and Svava(2011), on factors affecting functionality of cooperatives are managerial capacities, emergency responses, and good governance. Also, according to Ortmann& King (2007), the major difficulties that lead cooperatives to perform poorly or greatly are have something to do with management, experience and knowledge, capital resources, and organizational intervention. However, this study which addresses factors that hinder business performance and operations of Laur Transport service Cooperative and propose some recommendations to somehow help the cooperative to improve and give better service to members and the community.

According to De Jesus et.al. (2021), though Cooperatives generate revenue and help construct societies, it is undeniable that during the Covid- 19 Pandemic, all business enterprises have been greatly affected by the COVID

19 Pandemic. De Jesus et.al (2021) stated that the effects of the occurrence of coronavirus disease (COVID-19) are extraordinary and felt worldwide. There are some which are suspended its operations due to the impossibility to continue because of health protocols and restrictions causing great losses and less inflow of revenues, and some other businesses failed during these trying times. There are so many business enterprises which suddenly shut down and never recovered and sadly some cooperatives have also suffered financially due to the effects of the pandemic.

Transport cooperative has, however thrived and continued to look for ways to continue and improve its services amidst the Covid 19 Pandemic. These efforts are for the benefit of the members to help one another as part of the socio-economic development by way to obtain an income. Laur Transport Service Cooperative remained steadfast in its vision and mission to serve its member and the community despite the worldwide crisis.

The researchers conclude from the aforementioned remarks that significant deficiencies in the operation of the Laur Transport Cooperative should be remedied. Thus, this study examined the competence of Laur Transport Cooperative's functional areas of business operation to respond to and support members and the cooperative. Additionally, this study identified the cooperative's problems in each of its four areas of business operations and made recommendations.

The main objectives of this study are the following:

1. How may the operational profile of the respondents amidst the COVID-19 pandemic be described in terms of:
 - 1.1 Operation Status;
 - 1.2 Cash Flow;
 - 1.3 Revenues;
 - 1.4 No. Of Trips (Orders); and
 - 1.5 Workforce?
2. How may the business operation of the Laur Transport Service Cooperative members amidst the pandemic be analysed in terms of:
 - 2.1 Organization and Management Aspect;
 - 2.2 Marketing Aspects;
 - 2.3 Technical/ Operation Aspect; and
 - 2.4 Financial Aspect?
3. What are the problems encountered by the Laur Transport Service Cooperative members amidst the pandemic in terms of:
 - 3.1 Organization and Management Aspect;
 - 3.2 Marketing Aspects;
 - 3.3 Technical/ Operation Aspect;
 - 3.4 Financial Aspect?
4. What development plan may be proposed to improve the operation of the Laur Transport Service Cooperative?

II. LITERATURE REVIEW

Business Aspects of a Business

Business aspects guide how the business will be shaped and managed. This also refers to examining and understanding all aspects of organizing and running it, therefore it is important to have such tools that are concentrated and related to the business core and it should be carry out equally with actual performance of the service or product. One motivation for segmenting business operations into functional areas is to enable each to operate within its area of competence, so increasing the business's efficiency and effectiveness. The functional sectors of a firm differ according to the market's nature and size. As a result of having a working knowledge of the various parts of business, it enables the firm to use the knowledge and expertise of its management team, staff, and advisers in order to determine a strategic direction for the organization that maximizes its chances of success.

Organization/management Aspect

According to Choi, Nies, and Ramani (2007), the business aspect of the product or service is defined by the lifecycle assessment, and the result is directly introduced to the selection of business strategies followed by the multi-criteria decision-making process, in order to integrate business aspects. This may help the cooperative to systematically develop appropriate, enhancing competitiveness and profitable practices for new strategies for their organization in this of crisis.

Organizations are often challenged to find new ways of creating and capturing value to compete with limited competition and disruptive situations (Sund, Villarroel and Bogers (2017). Several studies have addressed some of the organizational barriers that averts when crisis occurs. In addition to, the organization must redesign its business model in order to cope with the current challenges or disruptive changes in their environment.

Marketing Aspect

According to Chadam and Pastuszak, (2005), establishing process and procedures in the marketing aspects is one of the ways to improve its performance and operations. This appears to be vital to organizations to identify, select, organize, disseminate and transfer important information between the cooperative members to the community to create synergies for strategies effectively and improve competitiveness.

According to Isoraite and Margarita (2009), marketing strategies is one of the functional aspects of the business. It assumes to play a bigger role in achieving long-term development in the strategic management, business process efficiency and business resources. Consumer needs and consumer trends eventually takes parts of continuous improvement of marketing strategies. And projecting future opportunities to protect it from disruptions or in order to survive unnecessary set ups that hinder the cooperative objectives and its competitive advantage.

Technical/Operational Aspect

Different views, approaches, redundancies, inconsistencies and techniques in business operations are some source of common problems of an organization. With current business management and workflow that does not offer appropriate directions. Based on the business framework, better practices and governance can create strategic response to overcome such problems (Draheim, Geist and Natschlager, 2012).

According to Zelazna, Golbbiowska, Zdyb, and Pawlowski (2020), determining the broad characteristic of environmental, economic and technical aspects connected with the lifecycle-focused perspective of utilization of resources and cooperative objectives increases its competitiveness in technical and/or operational areas with high efficacy of strategies. This ensures the security of its continuity of service contributing to better performance, managing problems encountered and stabilized cooperative operations.

Financial Aspect

According to Dahmen and Rodriguez (2014), flexibility of financial resources can handle financial difficulties experienced by the business. Regular review of financial statements may be helpful to assess the funds to control and manage it accordingly. Businesses avoiding this part tend to experienced inadequate financial literacy that may hardly affect the whole organization and may not be able to support and accommodate the needs of the business.

Based on the study of Muktiadji, Mulyan and Pamungkas (2020), leadership`s commitment has a significant effect on financial management and business performance. It became important because the entire activities and plans tend to depends on the availability and accountability of business finance. Moreover, the idea suggest to complement the process and effort of allocating funds to related business activities to meet the requirement for organization so that it helps build a strong foundation to better performance.

Cooperative Operation

According to Marcis, Bortoluzzi and De Lima (2019), cooperatives` operations assessment for sustainability requires an integrated and unique way of making decisions. Decisions for mapping and organizing relevant approaches for sustainable performance of the cooperative amidst the pandemic are such a body of knowledge to execute. Sustainable contributions also addressed to identify and construct an outlines to face the problems being encountered.

Cooperative competitive aspects are able to assess the performance considering sustainability requirements. Based on the study of Marcis, De Lima and Da Costa (2019), that cooperative operations provides data that contributes and help develop business models and set sustainability performance indicators to form relative approach and strategies. It also adhere useful and feasible process for the foundation of a sustainable management and development.

Impact of COVID-19

The impact of COVID-19 brought devastating effect on the existence of transport cooperatives. Significant changes shows in number of factors such as members, assets and resources. This clearly affects the sustainability of the cooperatives that it hardly cope and survive for the consequences that the pandemic has brought, although transport sector provides large contribution to the community it negatively impacted the welfare of the organization and its members Francesconi et al., (2021).

According to Hensher, Wei, Beck and Balbotin (2021), COVID-19 totally reduced the community activity including the volume of work and employment, transportation and interactions. It significantly affects loss of income due to implications of restrictions, taking away the benefits of the society. Public transport decreased and turned the road into almost clear. This disruption compromises most mobility, therefore the needs for sustainable policy and arrangement notably rises to support each sector.

Crisis Mitigation Measures is an essential to save the industry of cooperatives according to Tambunan (2021). Various cooperatives increased turnover, total saving dropped, loan applications increased, operational activities declined and revenues reduced. The application of new strategies and practices is a necessity as the COVID-19 Pandemic spread; the members are not just looking for money but also for assurance, assistance, and protection

on their own respective organization. Such strategies have been vital in enabling the members and the cooperative to give importance about its functions. Cooperative should not leave them behind and provide all the necessities they need.

Jeepney Operation

According to the Union of Catholic Asian News (2020), transport drivers and cooperatives are struggling to resume their operations to survive the COVID-19 crisis. However, the jeepneys' operation remained suspended to control the spread with a higher case of COVID-19. The government said they need to follow and observe the hierarchy of transportation mode in the Philippines. They also stated Jeepney operation will be lastly to operate if the public transport still is not sufficient. Hardships, sacrifices, and the life of jeepney drivers constantly affected. As their livelihood and financial stability are being compromised, the recovery plans to overcome and survive these difficulties amidst the pandemic is not yet ready to fulfil the gaps.

Several studies also showed that the experiences, challenges, and coping mechanisms that the pandemic brought are becoming tricky because while they are pursuing to go back to work, they have a threat of the enemy that they do not see. That they can still be infected, and they can also infect their families. Their incomes are not enough due to the increasing of prices of goods and food, but they cannot do anything if there are fewer passengers. So this directly explains that the getting back to the situation before is not in a clearer view (Ranis, Conquilla, Bun-caras and Tus, 2021).

III. RESEARCH METHOD

Research Design

This study adopts descriptive design to provide a picture of the situation and explain current operations of cooperatives and finally make judgment. It was used to investigate and determine how organization/management, marketing, technical/operational and financial related factors govern in the operations of cooperatives affecting the performance of cooperatives. The descriptive research aims to provide information about relevant variables (Baker, 2017). According to Grove, Burns and Gray (2013), descriptive designs may be used to develop theory, identify problems with current practices and make judgement.

And the study also used quantitative research. According to Sheard (2018), quantitative research deals with data that are numerical or that can be converted into numbers. This is used to investigate numerical data are called 'statistics'. Statistical techniques are concerned with the organisation, analysis, interpretation and presentation of numerical data. This covers huge area of study with wide application across many disciplines, including information systems and other areas of information research to handle and analyse data to become more accessible.

Research Locale

The study was conducted at Laur, Nueva Ecija where Laur Transport Service Cooperative was located as the members are the selected respondents to determine what problems that cooperative faced amidst the pandemic. The selected location was chosen as it can help the research to formulate and propose recommendation and possible solutions to solve those problems with efficient utilization of information.

Sample and Sampling Procedure

The study used random sampling. Random sampling is a technique in which each sample has an equal probability of being chosen. A sample chosen randomly is meant to be unbiased representation of the total population (The Economic Times, 2021).

The researchers used Raosoft application to calculated number of respondents to needed to participate in the study with 95% confidence level and 5% margin of error. The sample size is 91 respondents out of the total population of 118. The researchers concludes that the members of the cooperative have more understanding about the functions and what is the actual experiences or situations they face and including that the members have accurate judgements on the factors that affects the business operations and performance of Laur Transport Service Cooperative. The criteria of choosing the respondents were that members of Laur Transport Service Cooperative which falls at the category to have more understanding on the business operations of the cooperative.

Furthermore, considering the research objectives the respondents were targeted and provided information to determine the cooperative operation which is affected by the pandemic. Lastly, the respondents contribute in proposing recommendation and possible solutions for effective operational and performance of Laur Transport Service Cooperative.

Data Collection

The research instruments used survey method, focus group discussion, and interview. The distribution of questionnaire was administered personally by the researchers. The questionnaire was created using the acquired data and was reviewed by the researcher's mentors. The researchers conducted a dry run of the questionnaire to ensure its reliability and validity. The reliability coefficient of the instrument, which is calculated and monitored to maintain

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internal consistency. By submitting the created research instrument for expert review and assessment, the instrument's validity is proven. The instrument's reliability coefficient was examined and determined to be .9962, indicating that the instrument has a high level of internal consistency. The questionnaire was also validated by experts with weighted mean of 4.86 signifying a "very good" interpretation.

Data Analysis Technique

The data collected from the locale were collected, tallied, and analysed. Statistical tools such as percentage, frequency distribution, weighted mean and thematic analysis using Colaizzi's 7 Steps Method, were used in analysing the data gathered. A table was used to interpret the results of the data gathered.

IV. RESULTS AND DISCUSSION

1. Business Operations of Laur Transport Service Cooperative in terms of:

1.1 Operational Status

Table 1. Operational Status

Operational Status	Frequency	Percentage
Operations are still running	26	29%
Stopped operations but currently running again	43	47%
Temporarily stopped	22	24%
Permanently Stopped	0	0%
Total	91	100%

Table 1 shows that the majority or 43 (47%) of the respondents have stopped their operation when the pandemic began and now currently running again as the restrictions eased. And 22 or 24% of the respondents are temporarily stopped their operations even the pandemic occurs.

The researchers discovered that the cooperative operating status had ceased but is now back up and running at a rate of 47 percent, according to the survey. This demonstrates that the operational status is contingent upon government policy and quarantine classifications. According to respondents or members, they can continue to function, but only for specific purposes such as medical emergencies and/or obtaining or supplying vital needs.

According to Gkiotsalitis and Cats (2020), service providers can continue to operate their businesses while implementing real-time control and safety measures in order to create schedules that are tailored to the needs of individual scenarios.

Additionally, the researchers discovered that certain responders, or 22 (24 percent), temporarily ceased activities with the lowest frequency. Limited members appear to be able to continue operating despite the restriction. According to replies, up to 25% of members are permitted to have schedules because to pandemic restrictions.

According to Gao, Zhang, and Liu (2017), cooperatives' transportation capacity is contingent upon available slots for scheduling excursions in compliance with health norms and government policies. Essentially, as long as the virus continues to spread, the cooperative will restrict the operating schedules of its members.

1.2 Cash Flow

Table 2. Cash Flow

Cash Flow	Frequency	Percentage
Shortage	85	93%
Surplus	6	7%
No Effect	0	0%
Total	91	100%

Table 2 shows that 85 (93%) or most of the respondents have decreased their cash flow and only 6 (7%) of them have increased their cash flow.

The data above shows that majority of respondents stated that their cooperative's cash flow has declined or is insufficient, with the highest number of 93 percent. This suggests that the pandemic has a major impact on the respondents' and cooperative's money flows. According to them, their budget is impacted negatively because they are unable to operate at full capacity due to the cooperative's lack of excursions and finances to offset the shortfall.

According to Turnea et al. (2020), insufficient cash flow is one of the challenges currently confronting the transport cooperative as a result of the COVID-19 crisis, which has resulted in members being absent from work and

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severely impacted by their inability to operate under normal conditions, directly affecting the cooperative's business operations.

Additionally, the study found that some respondents indicated that the cooperative had boosted its cash flow by 6%. It demonstrates that the cooperative may operate with minimal cash contributions, similar to how limited members operate. According to some responders, even though the cooperative restricts member operations, budgets or finances for specific projects are maintained, and even with restricted member operations, the cooperative may manage minimum contributions to maximize its usage.

According to Orlando, Mbewa, and Jagongo (2012), a sensible resource allocation plan minimizes risk to the cooperative and, while attempting to close gaps and losses, ensures the cooperative's viability. As a result, it adds to the country's stability during the pandemic.

1.3 Revenues

Table 3. Revenues

Revenues	Frequency	Percentage
No Effect	7	8%
Decrease by 1% to 25%	0	0%
Decrease by 26% to 50%	18	19%
Decrease by 51% to 100%	59	65%
Increase	7	8%
Total	91	100%

Table 3 shows that the majority or 59 (65%) of the respondents have decreased their revenues by 51% up to 100% amidst the pandemic and 6 (7%) of the respondents' revenues decreased by more than 100%.

According to the research, the majority of respondents boosted their profits by 51 percent to 100 percent, with the largest rate of 58 percent occurring during the pandemic's peak. It notes that the majority of respondents experienced the pandemic's catastrophic impact, which eliminated their opportunity to generate an income and made their livelihood difficult to maintain. While some respondents reported experiencing revenue losses, others reported accepting additional reservations and/or special trips to supplement their income.

According to Allen and Maghimbi (2009), in order to manage income losses, the organization must identify and analyze the best strategy for optimizing the decreasing trend, and members must decide whether to wait for cooperative assistance or accept extra trips to cover the losses.

On the other hand, the data indicates that some respondents reduced their revenues by more than 100%, with the lowest figure being 7%. This means that different members faced varying degrees of revenue decline. According to some responders, they are barely coping with the pandemic's terrible impacts, but the question is whether the magnitude of the damage is dependent on the members' demands.

According to Leachman and McNichol (2020), local revenue losses from 2020 to present, as well as the prospect of continuing in the future, occurred at a significant rate. Revenue projections indicate major shortages, with relief and recovery plans covering only a portion of the costs.

1.4 Bookings

Table 4. Bookings

Booking (Schedules)	Frequency	Percentage
No Effect	18	20%
Decrease by 1% to 25%	12	13%
Decrease by 26% to 50%	12	13%
Decrease by 51% to 100%	43	47%
Increase	6	7%
Total	91	100%

Table 4 shows that 43 (47%) of the respondents said their scheduled trip drops down to 51% up to 100% as the quarantine classifications and restrictions imposed and although it pull down the operations, 6 or 7% of the respondents still said the their bookings or schedules increased.

This suggests that some respondents are still unable to operate despite the lifting of the pandemic ban. As stated by some responders, their operations rely on rotating scheduling until the cooperative reaches full capacity. During this pandemic, public transportation is the most disrupted industry.

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Estimating a decline in ridership of up to 80% to 90% during the lockdown period, the percentage of consumers lost as a result of government restrictions restricting demand to essential travel only (Gkiotsalitis and Cats, 2020).

However, the analysis found that 6 or 7% of respondents increased their bookings despite the pandemic, which is the greatest rate. This means that the members find and add more hours to their trip in order to make up for the lost time.

According to certain responders, it is acceptable to take additional journeys in order to obtain or earn revenue to meet their daily necessities. As the pandemic requires a lengthy period of adjustment, the organization can seek for opportunities to gain a positive side throughout the pandemic; even if it is a tiny opportunity, it will go a long way toward meeting their basic needs (Suntai, 2020).

1.5 Workforce

Table 5 shows that 551 (60%) of the respondents that the cooperative have decreased the workforce by 51% up to 100% and 6 or 7% said only decreased by 1% to 25% as guided by the government policy and pandemic regulations.

It emphasizes that the epidemic had a significant impact on the cooperative's workers. And, according to other responses, it is preferable to cut the workforce than to become infected and spread the virus throughout the community. Furthermore, the cooperative utilizes rotational scheduling to ensure that all members are involved in the operation.

Table 5. Workforce

Workforce	Frequency	Percentage
No Effect	12	13%
Decrease by 1% to 25%	6	7%
Decrease by 26% to 50%	18	20%
Decrease by 51% to 100%	55	60%
Increase	0	0%
Total	91	100%

According to Conroy, Durrheim, and Dalton (2008), the pandemic rendered transportation unable of performing at their normal level of performance. Personal protection is required since disruptions to public transportation have a clear impact on each employee. As a result, rotational scheduling can ensure that each member has access to the workforce.

2. Business Aspects of Laur Transport Service Cooperative's operations in terms of:

2.1 Organization/Management Aspect

Table 6. Organization/ Management Aspect

Organization/Management Aspect	Weighted Mean	Rank	Verbal Interpretation
1. Our cooperative follows recommendations and operates in avoidance of incurrence of losses.	2.93	4	Agree
2. Our cooperative implements practices to increase its functions.	3.06	3	Agree
3. Our cooperative encourages members to attend seminars and trainings.	3.13	1	Agree
4. Our cooperative aligns its objectives to achieve organizational goals.	3.08	2	Agree
5. Our cooperative helps the members to motivate and empower them to perform their functions.	3.06	3	Agree
Organization/Management Aspects	3.05		Agree

Table 6 shows that most of the respondents agreed that the cooperative encourages the members to attend seminars and trainings with the weighted mean of 3.13 and the respondents also agreed that the cooperative follows recommendations and operates in avoidance of incurrence of losses with the lowest weighted mean of 2.93.

The findings indicate that encouraging members to attend seminars and trainings helps maintain competitiveness and may also provide an advantage over other service providers by increasing members' awareness of cur-

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rent environmental events and how to adapt to changing conditions for a more efficient and safe business operation. Especially during this kind of pandemic, online seminars about safety protocols are advised in their operation. According to respondents, when they attend seminars and trainings, they gain a better understanding of how to serve and do their job and cooperation aims effectively and adequately. Since during this pandemic, there are changes in the operation that should be supplemented by information thru training.

Zarkadoula, Ziodis, and Tritopoulou (2007) assert that drivers' performance can be enhanced through the development of their hazard perception through seminars and training programs.

On the other hand, the findings indicate that the cooperative follows recommendations and operates in order to avoid incurring losses. This is an important point to emphasize because following recommendations from trusted institutions, shareholders, or stakeholders can assist the cooperative in performing well and operating at a higher rate in order to avoid losses. In line with the respondents' operation during the pandemic, a significant percentage of their income has been lost; thus, all possible communications with members should be made. According to respondents, as long as it is discussed with members and deemed to be of benefit, it is worth attempting.

Additionally, implementing recommendations may provide an opportunity for growth and an opportunity to improve corporate operations and performance (Wray, 2015).

2.2 Marketing Aspect

Table 7. Marketing Aspect

Marketing Aspect	Weighted Mean	Rank	Verbal Interpretation
1. Our cooperative emphasizes the concepts and implements measures to improve the delivery of services.	3.06	2	Agree
2. Our cooperative engages in some partnerships for promotions.	2.74	4	Agree
3. Our cooperative uses marketing strategies to increase the number of trips.	2.80	3	Agree
4. Our cooperative advertises our services to encourage community to avail their service.	3.06	2	Agree
5. Our cooperative gives importance with the relationship within the community.	3.26	1	Strongly Agree
Marketing Aspects	2.98		Agree

Table 7 shows that the majority of the respondents strongly agreed that the cooperative gives importance with the relationship within the community with weighted mean of 3.26 and the respondents agreed that the cooperative engages in some partnerships for promotion with the lowest weighted mean of 2.74.

The study demonstrates that emphasizing the cooperative's ties with the community is an important part of their marketing strategy. This demonstrates that the cooperative maintains or strengthens their relationship with the consumer because they believe it is one of the best methods to earn the client's trust and loyalty, which increases the likelihood of increased customer return. According to respondents, the simplest approach to advertise their service amidst this pandemic is to strengthen client relationships. Additionally, they must earn their clients' trust in order to avoid revenue loss.

According to Kanagal and Balakrishna (2009), relationship marketing is one of the most effective strategies for improving business performance since it highlights the importance of communication between the service provider and the consumer.

On the other hand, the analysis indicates that the cooperative should form some promotional collaboration. It indicates that respondents think the cooperative should pursue partnerships amidst this pandemic because they provide or contribute to a firm's competitive advantages for long-term performance and longevity in the market. According to respondents, forming partnerships is the first step toward a deeper grasp of relationship marketing's strategic purpose.

Thus, the establishment of durable partnership arrangements can facilitate the acquisition of resources and impact marketing's role in the strategic decision-making process, as well as elucidate the connections between organizational learning and strategic implementation (Trim and Lee 2008).

2.3 Technical/Operational Aspect

Table 8. Technical/ Operational Aspect

Technical/Operational Aspect	Weighted Mean	Rank	Verbal Interpretation
1. Our cooperative provides development plans, budget and operational policies.	3.26	1	Strongly Agree
2. Our cooperative provides allowable limits of exposure of individual members.	2.80	4	Agree
3. Our cooperative has the capacity building to ensure effective and efficient implementations.	3.20	2	Agree
4. Our cooperative can acquire needed interventions provided by government.	3.12	3	Agree
5. Our cooperative strengthens its members' capabilities according to the requirements of the cooperative.	3.20	2	Agree
Technical/Operational Aspects	3.11		Agree

Table 8 shows that the majority of the respondents strongly agreed that the cooperative provides development plans, budget and operational policies with the weighted mean of 3.26 and the respondents agreed that the cooperative should allow limitations of exposure of individual members with the lowest weighted mean of 2.80.

The previous conclusions emphasize the critical nature of designing development plans, budgets, and operational procedures for the purpose of enhancing and sustaining business operations during and after the pandemic. It highlights how having a budget and operating plan allows the organization to meet its growing needs while also keeping maintenance costs in check. According to respondents, planning and budgeting for the cooperative's future needs is vital in order to avoid members incurring the whole cost of operational needs.

In a cooperative development setting, operations and maintenance should be guided by plans and budget frameworks in order to control and/or reduce the overall cost of optimizing and improving corporate facilities and equipment (Sherrill, Fujita and Trim 2007).

However, the aforementioned facts suggest that restricting individual members' exposures should be implemented uniformly, as it is the least expensive option. As a result, members must receive the highest level of cooperation possible to avoid misconceptions that could harm cooperative efforts especially in dealing with this pandemic. According to some respondents, scheduling difficulties emerge as a result of the fact that some members obtain more appointments than others.

Mahmoodi et al. (2015) assert that each individual member deserves equal scheduling or booking chances, and that the organization should solicit and consider all perspectives before making a decision. This, however, limits members' availability for special trips or schedule substitutions in the event of absences.

2.4 Financial Aspect

Table 9. Financial Aspect

Financial Aspects	Weighted Mean	Rank	Verbal Interpretation
1. Our cooperative has limited capital for operations.	2.78	4	Agree
2. Our cooperative pursues savings and time deposit mobilization programs to increase limited resources.	2.93	2	Agree
3. Our cooperative maximizes the use of limited resources to prevent loan.	2.80	3	Agree
4. Our cooperative controls the use of funds.	3.06	1	Agree
Financial Aspects	2.96		Agree

Table 9 shows that the majority of the respondents said that the cooperative controls the use of funds with a weighted mean of 3.06 and also the cooperative has limited capital for operations with the lowest weighted mean of 2.78.

Although the researchers discovered that the cooperative has a restricted operating capital, respondents said that the cooperative is capable of assisting its members. That is, the respondents or members conclude that the cooperative has emergency cash for unanticipated situations and that the other topic to debate is capital for operations. Though it is pandemic, the management team is trying their best to save their fund, but what is important to them is

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the daily survival fund for their members' and family. The above discussion shows that the cooperative still controls the use of their funds.

According to the findings, the cooperative should provide help programs for members, whether technical or financial, and should design governance system tactics to optimize economic advantages and reinvest them in the cooperative and its members (Ferreira et al., 2020).

Additionally, the researchers discovered that the cooperative lacks sufficient funds for operations, as seen by the lowest weighted mean of 2.78. Since the epidemic began, the cooperative's financial statements and revenues have fallen below normal levels due to its inability to operate and function fully. As a result, additional cooperative funds were impacted as well. According to responses, their income decreases and some are unable to make income entirely because the cooperative operates at roughly 30% of its capacity and limited members can only work limited hours.

In light of the crisis's insufficient money for operations, adopting strategies to reduce the pandemic's financial and economic losses is a necessary step toward implementing measures and channeling funds to address the gaps and losses caused by the crisis (Allen and Maghimbi, 2009).

3. Problems encountered of Laur Transport Service Cooperative amidst the pandemic in term of:

3.1 Organization/Management Aspect

Table 10 shows the problems being encountered by the respondents based on the organization/management aspect of business operation.

Table 10. Problems encountered of Laur Transport Service Cooperative amidst the pandemic in Organization/ Management Aspect.

Organization/Management Problem	Frequency	Percentage	Ranking
1 Lack of communication	49	54%	1
2 No members unity	24	26%	2
3 Directions of cooperative objectives are not clear	18	20%	3
Total	91	100%	

The findings showed that the lack of communication is the top problem which the cooperative faced with the highest percentage of 54%, it conveys that the respondents believed that this problem may cause organizational dispute amidst this pandemic if not resolve based on equality. Communicating important and relevant operational matters were only discussed with the other members. During this pandemic, communication should be well maintained to keep the organization working. According to some respondents, unfairness is not a good sign of good governance which may lead to multiple organizational problems.

Unmet expectations are a result of a lack of communication. Teams miss deadlines, clients miss appointments and individuals working on a project appear to be unaware of their assigned tasks. When employees struggle to choose their priorities, they frequently make the wrong choice and disappoint their bosses. It is impossible to know where to begin and how to complete a project efficiently without clearly articulated goals and priorities (Kinsey, 2019).

The findings also shows that the directions of cooperative objectives are not clear which means the cooperative does not have a concrete policy and business plan that will support the needs of every member. According to the respondents the cooperative often listen to the suggestions but failed to incorporate it due to neither insufficient policy nor plan.

Policies define how an organization functions and give direction, consistency, responsibility, efficiency, and clarity. This provides norms and principles for co-operative members to follow (Canada Mortgage and Housing Corporation, 2018).

3.2 Marketing Aspect

Table 11. Problems encountered of Laur Transport Service Cooperative amidst the pandemic in terms of Marketing Aspect.

Marketing Problems	Frequency	Percentage	Ranking
1 Lack of marketing strategies and campaigns	91	100%	1
Total	91	100%	

Table 11 shows the marketing problems encountered of Laur Transport Service Cooperative amidst the Pandemic.

The study found out that all of the respondents said that lack of marketing strategies and campaign is the only problem being encountered of the cooperative amidst the pandemic. It implies that the cooperative have to establish documented strategies to increase customer base, gain brand awareness, increase sales and achieve other

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business goals. Though we are under pandemic, the marketing aspect of Cooperative should be improved and implemented. According to the respondents the cooperative provides marketing strategy but later on it will just be set aside and left behind.

According to Beverland (2007), cooperative may be able to develop innovative marketing programs that can be sustainable for long-term success, as members were able to obtain the equity of intangible assets and be consistent in marketing positioning.

3.3 Technical/Operational Aspect

Table 12. Problems encountered of Laur Transport Service Cooperative amidst the pandemic in terms of Technical/Operational Aspect.

Technical/Operational Problems	Frequency	Percentage	Ranking
1 Limited passengers	18	20%	3
2 Interruptions due to pandemic restrictions	54	59%	1
3 Issues on schedule trips	19	21%	2
Total	91	100%	

Table 12 shows that the problems being encountered by the cooperative amidst the pandemic under the technical/operational aspect of business operations.

The research revealed that operational disruptions due to pandemic restrictions are the highest percentage of 59% as a technical/operational problem of the cooperative in this time of pandemic. It says that COVID-19 pandemic has broken the most of transportation links and distribution mechanism between the transport provider and the customers. According to the respondents their operation and capacity to accommodate passengers are totally dependable to the pandemic restrictions.

Based on the study of Marsden and Docherty (2021), adaptations of policy changes due to the considerations of pandemic restrictions will show if the responses to ongoing strategic challenges are actually working based on the process of policy formulation and how the cooperative be responsible to follow the regulations to continue to operate.

On the other hand, the research also revealed that limitation on passengers is the least problem that the cooperative members faced amidst the pandemic with the percentage of 20%, it maybe because of the attitude and personal perceptions of the respondents on how to deal with the effect of the pandemic. According to the respondents it is better to have limited passengers and limited income rather than not to have scheduled trips and not be able to earn any income.

As the pandemic impacts the volume of passengers to be accommodated by the transport provider, it also affects the economic operations of the organization and the everyday life of the members which leads to adopting capacity dynamics to cover the operational loss and income generation of the members (Loske, 2020).

3.4 Financial Aspect

Table 13. Problems encountered of Laur Transport Service Cooperative amidst the pandemic in terms of Financial Problems.

Financial Problems	Frequency	Percentage	Ranking
1 Decrease of cooperative funds	12	13%	2
2 Lack of income	79	87%	1
Total	91	100%	

Table 13 shows the problems which the cooperative encountered due to the pandemic under the financial aspect.

The findings show that the problem about the financial aspects with the highest percentage of 87% is the lack of income of the members and the cooperative. This problem reflects to the impacts of the COVID-19 pandemic with serious decline in demand and revenue of public transportation. Based on the respondents, being jeepney driver is their only way to earn an income for their family but the pandemic took that from them resulting to hardships to survive with the everyday life.

According to Tirachini and Cats (2020), public transportation agencies and transport cooperatives needs to seriously address the critical issue to minimize the contagion risk without compromising the source of income of the members.

The findings also show that the cooperative funds decreased for the assistance and to support the needs of the members are the least problem under the financial aspects that the cooperative experienced amidst the pandemic with the lowest percentage of 13%. It means that this issue is not the main source of the problem. The cooperative

has a decreasing fund which should be prevented from exhausting. This fund is the lifeblood of the cooperative; therefore it should not be exhausted.

Based on the study of Duff (2017), money serves as both a lubricant and a fuel. It enables the efficient design, production, and marketing of a product, as well as the efficient operation of administrative services. Additionally, money propels the business forward by driving growth and expansion. As a result, if a business lacks the funding necessary to mobilize, it will cease to exist.

4. Proposed Development Plan for Laur Transport Service Cooperative

The researchers used the gathered data to establish an interpretation that can be contributed in the formulation of the development plan and will serve as a reference of Laur Transport Service Cooperative.

Based on the gathered data, the researchers presented the table to help improve and develop the business operations of Laur Transport Service Cooperative. The content of the development plan was based on the actual problems encountered by the cooperative from the respondents/members amidst the pandemic.

The respondents were also asked to share their various opinions/suggestions on how to solve or face the problems being encountered by the cooperative amidst the pandemic. With the shared possible solutions of the respondents, the researchers summed up the idea and present this development plan that can be used or served as guidelines in solving or facing the problems/issues being encountered during this time of pandemic under the different business aspects of business operations.

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