



Workers' Cooperative Society and Workers' Commitment In Federal College Of Education Eha Amufu

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Abstract

This study examined workers' cooperative society and workers' commitment in Federal College of Education, Eha Amufu. Specifically the study sought to, examine the effect of cooperative society on employees' dedication to achieving organizational goals of Federal College of Education, Eha-Amufu, determine the effect of workers' cooperative on employees' punctuality and its effect on service delivery of Federal College of Education, Eha-Amufu, investigate the effect of worker's cooperative on employee accountability and performance of Federal College of Education, Eha-Amufu. The study was carried out in federal college of Education Eha-Amufu, 2016 – 2024. The study adopted survey research design; the population for the study comprised 1308 employees of the Federal College of Education. A sample of 306 respondents was sampled using Taro Yamane sampling techniques. Simple percentage was the statistical tool employed for data analysis while chi square was used for testing of the hypotheses at 0.05 level of significance. The findings of the study revealed that; Worker cooperative has positive significant effect on employee dedication to achieving organizational goals of Federal College of Education, Eha-Amufu; Workers' cooperative has positive significant effect on employee's punctuality which invariably has significant effect on service delivery of Federal College of Education, Eha-Amufu; Worker's cooperative has positive significant effect on employee accountability which invariably enhance the performance of Federal College of Education, Eha-Amufu. Based on the findings the following recommendations were made; Federal college of Education Eha-Amufu should encourage the formation of worker's cooperative in order to enhance worker's performance ; Federal college of Education Eha-Amufu should invest in cooperative business enterprise as a means to augment the salaries of its employees; Federal College of Education Eha Amufu should from time to time provide training platform to enhance the entrepreneurship skills of its employees

Introduction

The formation of organizations is essential for the development of a balanced and thriving society as organizations drive economic growth, create employment opportunities and foster innovation, address social needs, provide essential services, and promote social justice. The establishment of organizations whether private or public, is crucial for the progress and development of society. Meanwhile, the organization cannot achieve this objective without employing workers. The human resources are considered as the most important, most valuable, most complicated resources of an organization. The personnel employed in an organization according to Orji, et al., (2020) serve as the hub around which other resources resolve. This allows the entire wheel of the organization to turn smoothly in order to perform more effectively, efficiently and economically. One of the goals of human resource management is to attract an effective workforce capable and willing to achieve the goals and objectives of the organization. For an organization to be successful it must have and retain the best quality of workers to man the affairs of the organization. This leads to employment of workers by various organizations in order to achieve their specific objective. In the employer-employee relationship, the uttermost motive of the employer is to achieve the organization's goals through the workers employed while the ultimate motive of the workers for taking up employment is as a means to provide for themselves and their families.

In the employer-employee relationship the differing interest conflict with one another. In achieving the goals of the organization the needs and aspirations of the workers is often neglected as the organization objective/goal take priority over the needs of the individual employees. This often brings about the traditional organizational structure, where the management is at the top hierarchy giving out directives to the employees without due involvement of the employees in the decision making process, the result is the implementation of organizational policies that does not go down well with the employees, this consequently affect the employee commitment and their overall performance as they feel exploited and alienated from the organization. The exploitation of the workers is a direct consequence of the traditional

organizational structure that perpetuate an agonizing and economic inequality between the workers and their employers, Lopes and Farias (2022) opined that such conditions of workers would eventually drive the working class to resort against the organization, invariably undermining their commitment to the organization. To address this exploitation and alienation of the employees from the organization's goals, the establishment of a more equitable and just organizational structure devoid of exploitation of workers becomes inevitable lead to the recent formation of workers' cooperative in most organizations.

A worker cooperative is a type of business structure where the employees collectively own and manage the company. In a worker cooperative, the workers have a significant degree of control over the decision-making process and share in the profits of the business. This structure is designed to provide workers with more autonomy, equity, and job security. In the last decade, the global interest in cooperation as a form of organization has taken a new dimension. The challenges associated with global structural changes, reform of investors owned firms, increasing industrialization and quest for quick and more rewarding industrial organizations are part of the pressures mounting on employees to seek alternative means of success (Baa, 2022). In developing nations like Nigeria, cooperative society is seen as an avenue for quick access to financial resources with a favourable interest rate. It is also viewed as a social institution to address growing challenges in the aspect of economic and social needs. Consequently, cooperatives respond to these changes by seeking more members to pool more resources and devising ways of raising more capital, hence an easy escape from poverty and deprivation.

Worker cooperatives are often formed in response to the limitations and challenges of traditional employment structures, such as low wages, limited job security, and a lack of control over working conditions. By collectively owning and managing the business, worker cooperatives aim to create a more equitable and sustainable work environment for their employees. Workers' Cooperative offers the workers the opportunity to explore other life changing opportunities available to them, thereby improving their means of income and consequently standard of

living, which invariably enhances their motivation, inspiration and job satisfaction. It is based on this foregoing background that the researchers wish to investigate the effect of worker cooperative on worker's commitment in Federal College of Education, Eha-Amufu. Specifically the study sought to, examine the effect of cooperative society on employees' dedication to achieving organizational goals of Federal College of Education, Eha-Amufu, determine the effect of workers' cooperative on employees' punctuality and its effect on service delivery of Federal College of Education, Eha-Amufu, investigate the effect of worker's cooperative on employee accountability and performance of Federal College of Education, Eha-Amufu (Federal College of Education Iwo, 2022)

Literature Review

Cooperative

According to Osoba (2018) Cooperative society is the association of individuals who voluntarily come together as a unit to achieve a common economic goal. This is made possible by the formulation of a democratically controlled business organization, making equitable contributions to the required capital and accepting a fair share of the risks and benefits of the undertaking. Agriculture and Non Agricultural cooperatives help salary earners to save for the future, through a soft deduction from the worker's salary which is usually on a monthly basis. There is usually a reduction of prices by getting rid of the middlemen thereby maximizing the welfare of members, more also profit are shared in the form of dividend among others. In the time past majority of the salary earners find it difficult to save their money, having the notion that the cooperative association is meant for the low income earners.

Worker cooperative

Worker's cooperative is a firm owned and controlled by its workers, it may or may not be a formal cooperative organization. The right of ownership is derived inherently being worker of the firm. Workers cooperative is a form of organization for the employment of a group of workers who are associated with one another for working together and joint reward by doing business activities (Somavia, 2012). The cooperatives work for undertaking business activities including producing goods, providing services like managing funds, providing

technical knowledge to increase bargaining powers and earn livelihood of members. The governance characteristics of workers cooperatives are different from other business organization like companies (Slack and Singh, 2018). Cooperatives resemble other businesses in many aspects and have similar physical facilities, similar functions and business practices, but has following distinguished characteristics:

Incorporated under applicable cooperative law, which grants them right to do business.

Promoters draft bylaws, members elect a board of directors, the board sets policy and hires manager to execute the day-to-day operations.

Significantly represented by workers, usually gives preference to their members in employment.

Ownership, control and management are vested in the workers; the benefits are distributed amongst members on the basis of labour.

Follow cooperative principles and work on a cooperative basis; the voluntary effort is considered the base.

A worker cooperative is an employee owned democratic firm.

Directly or indirectly managed by its worker owners.

Promotes the concept of self- management and collective ownership.

Members perform a combination of overlapping roles as owner, promoter, investor, producer, manager, and employee Member participation and member control are the most crucial aspects for success of any cooperative. Ownership of capital by workers influences the style of functioning however success is based on frequency of interactions and intensity of association.

Workers cooperative by its very nature of activity has very high frequency of interactions amongst members unlike commodity-based cooperatives. So workers cooperative has immense potential to arrive at ideal form of cooperative where cooperative runs of-by-for each member and the member is not distanced from daily affairs of the firm. On the other hand, workers cooperatives require skilled and specialized workforce who are aware of their value-addition, are actively interacting with market forces and understand the importance of upgrading their skills to survive in the market (Kateja, 2012). They are active agents of change and success and not passive owners. However very high frequency of interaction may leads to disagreements and chaos, which needs to be controlled under the able leadership. Success of a workers cooperative depends upon available

resources with the workers earmarked for the cooperative, able leadership, sustainability of product, innovation, governance structure, esprit de corps, fraternity, member centrality, adaptability, involvement of the members in governance, community and government support. The literature reveals that economic & social performance of worker cooperative depends upon enabling conditions of their formation, environmental influences, and internal organizational characteristics.

Employee Punctuality

Punctuality has to do with a strict observance in keeping engagements and promptness (Igbokw and Anikeze, 2024; Orji et al., 2020; Aloumedjo, 2018). Also, punctuality is the feature of being able to execute a required task or fulfill an obligation before or at a previously-designated time (Bacal, 2002). Thus, being punctual not only refers to coming to work or for meetings or appointments whilst at work on time, but also being ready and prepared on arrival. Punctuality shows a person's regard for other people and their time. In a scheduled appointment, the late-comer usually gives an impression that he/she doesn't value the other person's time or considers his/her time to be more valuable than that of others.

Attendance in the work environment usually goes alongside with punctuality which is also focused on staying at work until ones given task is finished for the day. The aim of punctuality is to ensure that workers attend workplace at the proper time and also complete their working hours. Hence, it is an endearing values or virtues of a worker that managers admired and respect. Punctuality is a good trait not just in employees, but in people in general. No one is excited of been kept waiting. Waiting for an individual to show up can be exasperating and downright irritating. But in the work setting, punctuality has considerable effects. When someone is late, they might cause meetings to be pushed out, impacting colleagues' schedules. They may also miss important tasks, adding an extra task to other team member's to-do list. Punctuality is very crucial at the workplace because a worker's performance is often measured based on his or her punctuality and employees are required to be punctual and dependable in order to accomplish the goals and objective of their department particularly and the establishment generally including the show of expertise which helps one to be seen as trustworthy

and faithful employee (Aloumedjo, 2018). Thus, it helps build employee's repute and dependability.

When a worker is punctual, it means that the individual cares about the establishment's members, takes his job seriously as is very concerned about meeting deadlines. However, while punctuality is a job requirement, some workers must be taught the rules of punctuality. To illustrate, if the job description highlights that the hours for work begin at 7:00am that does not imply that the worker should walk into the office at 8:00am but sign in the time-book that he or she is at their desk ready to start working at 7:00am. Managers including employees can profit from the ability to predict punctuality behaviour. Such knowledge is especially crucial in jobs where even one incident of lateness may have dire consequences. In such scenario, one wishes to identify in advance individuals who are constantly punctual.

Employees that are punctual are precious assets to any organization as their contributions is very important to the establishment's productivity. Contrarily, employees who disrespects punctuality (that is tardy employees) increases the burdens of the establishment and contribute less to the entire organizational productivity. Late workers impact negatively on productivity and co-worker morale, particularly for other employees who depend on them or those to help provide cover (Coughlan, 2004). Employee lateness is the arrival at work when it's past the time agreed upon by employer and employee. It is a happening that manifests itself in many establishments. It has effects for the individual worker including the establishment entirely as it leads to substantial financial consequences for the establishment such as loss of efficiency for the late employee as well as fellow workers who depends on his or her work.

Employee dedication

The term dedication has no one distinct definition accepted by scholars in the field. But then, dedication simply refers to the type of engagement in which the employee engaged due to the feeling that his services are retained in the organization, and there will be no need to think of looking for job elsewhere (Williams, Maha & Zaki, 2010). Also, dedication is characterized by a strong psychological involvement in one's work, combined with a sense of significance,

enthusiasm, inspiration, pride, and challenge (Mauno, et al., 2007; Schaufeli, et al., 2002). The term dedication has no one distinct definition accepted by scholars in the field. But then, dedication simply refers to the type of engagement in which the employee engaged due to the feeling that his services are retained in the organization, and there will be no need to think of looking for job elsewhere (Williams, et al., 2010).

Dedication is ones' sense of significance, enthusiasm, inspiration, pride and challenge. Dedication is characterised by a sense of significance, enthusiasm, inspiration, pride, and challenge. Dedication is about being inspired, enthusiastic and highly involved in your job (Rayton & Yalabik, 2014). Dedication is an individual's deriving a sense of significance from work, feeling enthusiastic and proud about the given job, and feeling inspired and challenged by the job (Song, et al., 2012).

Employee accountability

Accountability is considered in different dimensions. These dimensions are institutional, organizational, and individual level dimensions. Dealing with the concept in different dimensions makes it more complex and inclusive. Numerous studies on accountability have been carried out. It is seen that most of these studies have the meaning of accountability at the private sector, organizational, and group level. However, it is emphasized that there is no comprehensive study on the individual's accountability dimension at the micro-level (Han & Perry, 2020). The newly developed "Behavioral Public Management" in the field of public administration deals with the behaviors and attitudes of the employee as a micro actor in the management process (Grimmelikhuijsen, Jilke, Olsen, & Tummers, 2017). Behavioral Public Administration assumes that macro-level theories will be shaped by micro-level facts and that the measurement of macro-level phenomena and the development of theory will be achieved by examining the employees at the micro-level and examining their attitudes (Jilke, 2015). It is important to create and examine new concepts to examine a developing field and especially micro-level effects, which have a significant effect at the macro level. In this context, it is important to measure the accountability of employees at the individual level, to increase and examine managerial efficiency with the help of generalizable results, and

to determine the basic dynamics of macro-level concepts.

Employee accountability is the expectation of being invited to explain an action or inaction to important and high-ranking audience/shareholders in anticipation of an evaluative outcome (Han & Perry, 2020). This concept expresses the obligation of the employees performing their duty to respond to their manager or any stakeholder affiliated to the organization when necessary, and their individual perception regarding this. Contrary to what is experienced at the organizational and group level, the employee's responsibility for their actions at the individual level and this point indicates how much they internalize the expectations towards themselves. Employee accountability experienced at the micro-level affects the performance, behavior, and attitudes of the employee within that organization and the total performance of the managerial practice (Han & Perry, 2019; Hall, Frink & Buckley, 2017; Velotti & Justice, 2016). Accountability contributes to the effective use of resources in public administration and the efficiency of accountability measurably in terms of the results it will produce.

Organizational Performance

Robinson, Perryman & Hayday (2004) defined performance as behavior and stated that it should be distinguished from the outcomes because they can be contaminated by systems factors. Performance refers to keeping up plans while aiming for the results. The increasing competitive pressures and unpredictable business environment is forcing organizations to continually look for ways to make employees achieve high performance. Performance helps an organization to get better results hence customer satisfaction and increased profits. The competitiveness of any organization is determined by the performance of the employees, who are responsible for delivering value to the customers, generate revenue and at the same keep costs down. Although performance evaluation is the heart of performance management (Cardy, 2004), the performance of an individual or an organization depends heavily on all organizational policies, practices and design features of an organization. This integrative perspective represents a configurational approach to strategic human resources management which argues that patterns of HR activities, as opposed to single activities, are necessary to achieve organizational objectives. Employee engagement is

one of the key determinants fostering high levels of employee performance Macey & Schneider, 2009).

Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization. All types of organization, whether small or big, public or private, for-profit or non-profit, struggle for survival. In order to survive, they need to be successful (effective and efficient). To assure their success, organizations must perform well. Ultimately, performance lies at the heart of any managerial process and organizational construct and is therefore considered as a critical concept in the strategic management field. Organizational performance is what business executives and owners are usually frustrated about. This is so, because even though the employees of the company are hard-working and are busy doing their tasks, their companies are unable to achieve the planned results. However, for any business to be successful, functions must be defined and accomplished. It is important for an organization to develop strategies that are designed around the skills that would enhance the performance of the organization. On the other hand, organizational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz & Donnell, 2003). Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization.

Theoretical Foundation

Social Exchange Theory

Saks (2006) suggested that a strong theoretical rationale for employee engagement is provided by social exchange theory. The theory argues that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence. According to the theory relationships evolve over time into trusting, royal and

mutual commitments as long as parties abide by certain rules of exchange. It involves reciprocity or repayments rules such that the actions of one party lead to a response or actions by the other party (Armstrong, 2012). This is in consistent with the description of engagement by Robinson et al. (2004) as a reciprocal relationship of trust and respect between employer and employee. It requires an organization's executives and managers to communicate their expectations, clearly and extensively, with the employees, empower the employees at the appropriate levels of their competence, and create a working environment and corporate culture in which engagement will thrive. According to Balain and Sparrow (2009), social exchange theory best describes engagement because it sees feelings of loyalty, commitment, discretionary effort as all being forms of reciprocation by employees to a good employer.

Empirical Review

Orji, Chinazor Susan and Dr. M.D. Tamunomiebi (2020) study examined the relationship between employee dedication and organizational performance of telecommunication companies in Rivers State. A cross sectional survey design was adopted. Primary data was generated through structured questionnaire. The population of the study was 437 employees of the telecommunication (GSM) firms in Port Harcourt. The sample size of 208 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Science version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings of the study revealed that there is a significant and relationship between employee dedication and organizational performance of telecommunication companies in Rivers State. The study recommends that telecommunication companies should promote activities and policies that will enhance employee dedication which will give them a sense of significance from work, feeling enthusiastic and proud about the given job, and feeling inspired and challenged by the job

Methodology

The study was carried out in federal college of Education Eha-Amufu, 2016 – 2024. The study adopted survey research design; the population for the study comprised 1308 employees of the Federal College of Education. A sample of 306 respondents

was sampled using Taro Yamane sampling techniques. Simple percentage was the statistical tool employed for data analysis while chi square was used for testing of the hypotheses at 0.05 level of significance.

Research Question 1: what are the effect of workers cooperative on employee dedication and service delivery of Federal College of Education, Eha Amufu

Table 1.2: Respondents view on effect of workers cooperative on employee dedication and service delivery of Federal College of Education, Eha Amufu

effect of workers cooperative on employee dedication and service delivery of Federal College of Education, Eha Amufu	Frequency	Percent
In worker's cooperative employee have a say in decision making process. This can increase employee dedication and motivation as the feel more invested in the organization's success	44	14.37
Worker's cooperative often have open and transparent communication channels which can lead to increased employee dedication	76	24.83
Workers cooperative offer more competitive benefits and compensation packages as they share in profit of the organization this lead to increased employee dedication	69	22.55
Worker's cooperative offers the employee the opportunity to have more control over their work environment. This reduces stress and invariably enhancing employee dedication and overall organizational performance.	42	13.72
Workers cooperative offer more flexible work arrangement this give the employee enormous opportunity for self development which lead to increased employee dedication and overall organizational performance.	75	23.52
Total	306	100.0

Source: Researchers, 2024

The findings of the table 1.2 revealed that 14.37% of the respondents were of the opinion in worker's cooperative employee have a say in decision making process. This can increased employee dedication and motivation as the feel more invested in the organization's success , 24.83 of the respondents posited that worker's cooperative often have open and transparent communication channels which can lead to increased employee dedication, 22.55% of the respondents believed that worker's cooperative offer more competitive benefits and compensation packages as they share in profit of the organization this lead to increased employee dedication and overall organizational performance , 13.72% concurred that worker's cooperative offers the employee the opportunity to have more control over their work environment. This reduces stress and invariably enhancing employee dedication and overall organizational performance, and finally 23.52% believed that workers cooperative offer more flexible work arrangement this give the employee enormous opportunity for self

development which lead to increased employee dedication and overall organizational performance . The findings of the table above therefore imply that AI play significant role in ensuring public organization administration

Research Question 2: What the effect of workers' cooperative on employees' punctuality and its effect on service delivery of Federal College of Education, Eha-Amufu, ?

Table 1.3: respondents views the effect of the effect of workers' cooperative on employees' punctuality and its effect on service delivery of Federal College of Education, Eha-Amufu, ?

the effect of workers' cooperative on employees' punctuality and its effect on service delivery of Federal College of Education, Eha-Amufu?	Frequency	Percent
Workers cooperative foster a positive and supportive work environment, this increased employee punctuality	61	19.93
Worker cooperatives are often more financially stable than traditional this help reduce employee's absenteeism	79	25.82
Workers cooperative foster employee well being this help reduce absenteeism due to sickness	46	15.93
Workers cooperative encourage skill development and personal growth, this help enhances employee punctuality	77	25.16
Workers cooperative encourage employee punctuality as they take key role in the decision making of the organization.	43	14.0
Total	306	100.0

Test of Hypotheses

The hypotheses were tested using the chi-square as the statistical tool

Hypothesis 1

H₀₁: employee cooperative society has no significant effect on employee dedication to achieving organizational goals of Federal College of Education, Eha-Amufu

Table 1.3: Chi Square table for testing hypothesis I

O	E	(O-e)	(O-e) ²	(O-e) ² E
55	41.2	-6.2	38.44	0.62
57	41.2	-4.2	17.64	0.28
71	41.2	9.8	96.04	1.57
61	41.2	-0.2	0.04	0.00
62	41.2	0.8	0.64	0.01
306				2.48

Table value = 5.991, calculated value = 2.48

Decision: Since the calculated value (2.48) is less than the table value (5.99), the H₁ (hypothesis) is accepted. Worker's cooperative has significant positive effect on employee dedication to achieving the organizational goal of Federal College of Education, Eha-Amufu.

Hypothesis 2

H0₂: Workers cooperative has no significant effect on employee's punctuality which invariably has no effect on service delivery of Federal College of Education, Eha-Amufu

Table 1.4: Chi Square table for testing hypothesis II

O	E	(O-e)	(O-e) ²	$\frac{(O-e)^2}{E}$
44	61.2	-17.2	295.84	4.83
76	61.2	14.8	219.04	3.57
69	61.2	7.8	60.84	0.99
42	61.2	-19.2	368.64	6.02
75	61.2	13.8	190.44	3.11
306				18.52

Table value = 5.991, calculated value = 18.52

Decision: Since the calculated value (18.52) is greater than the table value (5.99), the H₀ (null hypothesis) is rejected. This implies that worker's cooperative has positive effect on employees' punctuality which invariably has significant effect on service delivery of Federal College of Education, Eha-Amufu.

Hypothesis III

H0₃: Worker's cooperative has no positive significant effect on employee accountability which invariably has no positive significant effect on performance of Federal College of Education, Eha-Amufu

Table 1.5: Chi Square table for testing hypothesis III

O	E	(O-e)	(O-e) ²	$\frac{(O-e)^2}{E}$
61	61.2	-0.2	0.4	0
79	61.2	17.8	316.84	5.18
46	61.2	-15.2	231.04	3.78
77	61.2	15.8	249.64	4.07
43	61.2	-18.2	331.24	5.41
306				18.44

Table value = 5.991, calculated value = 18.44

Decision: Since the calculated value (18.44) is than the table value (5.99), the H₀ (null hypothesis) is rejected. This implies that workers' cooperative has positive significant effect on employee accountability which invariably has significant effect on the performance of Federal College of Education, Eha-Amufu.

Summary of the findings

The findings of the study could be summarized as follows;

1. Worker cooperative has positive significant effect on employee dedication to achieving organizational goals of Federal College of Education, Eha-Amufu
2. Workers' cooperative has positive significant effect on employee's punctuality which invariably has significant effect on service delivery of Federal College of Education, Eha-Amufu
3. Worker's cooperative has positive significant effect on employee accountability which

invariably enhance the performance of Federal College of Education, Eha-Amufu.

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Recommendations

Based on the findings of the study the following recommendations were made;

1. Federal college of Education Eha-Amufu should encourage the formation of worker's cooperative in order to enhance to enhance worker's performance
2. Federal college of Education Eha-Amufu should invest in cooperative business enterprise as a means to augment the salaries of its employees
3. Federal College of Education Eha Amufu should from time to time provide training platform to enhance the entrepreneurship skills of its employees

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