

EMPIRICAL SURVEY OF EFFICIENCY PREDICTORS OF SELF-HELP COOPERATIVE SOCIETIES ON TEACHERS' WELFARE IN BAYELSA STATE, NIGERIA

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Abstract

This paper focuses on theoretical and empirical survey of efficiency predictors of self-help cooperative societies on the enhancement of teachers' welfare in public secondary schools in Bayelsa State, Nigeria. The study used descriptive survey design. Data were obtained mainly from primary sources using questionnaire that was administered on 294 participants who were registered members of the Bayelsa State Post-Primary School Board Staff Multi-Purpose Cooperative Limited and 9 management staff, selected using the purposive proportionate random sampling techniques out of a target population of 607 members. A structured questionnaire, with $r=.89$, complimented with structured interview were used for data collection. Descriptive and inferential statistics were used to analyse data. Results indicated that all efficiency predictors of self-help cooperative societies viz: competence in management, quantum of market information, adequacy of share capital investment, leadership and training jointly contributed significantly to teachers' welfare ($F=36.185$; $;P<0.05$). The comparative influence of each independent predictors were significant to teachers' welfare. It was concluded self-help cooperative societies must be efficient in order to significantly enhance teachers' welfare in Bayelsa State. There is the urgent demand for expansion in the information dissemination network to increase voluntary participation of teachers in the self-help cooperatives to sustain their savings for future investment.

Keywords: Cooperative Societies; Efficiency; Empirical; Predictors; Teacher's Welfare

Empirical Background

There are many studies that have been carried out both analytically and empirically on varied themes of cooperatives, self-help cooperatives, efficiency of cooperatives and welfare scheme. As a take-off in this empirical survey, Nkurunziza (2019) carried out a study to identify the constraints that impede the performance of co-ops in the Gasabo District. The study's specific objective was to identify the factors of cooperative governance that impede co-ops' performance in Gasobo District. This was accomplished by evaluating the managerial factors that hinder cooperative performance in Gasobo District and identifying government interventions as related factors that weaken cooperative performance in Gasobo District. The study used a descriptive survey research design with triangulation as its data collection method. Members of seven (7) co-operatives in the Remera sector comprised ninety-one (91) of the survey's respondents. Five important informants were also interviewed.

The results indicated that aspects of cooperative governance that impact the effectiveness and performance of cooperatives include the following: despite the cooperatives having clearly articulated mission and vision statements, 58.3% of members exhibited inadequate understanding or were completely unaware of said information. As affirmed by 73.6%, cooperative members did not participate in the decision-making process. 59.3% of respondents affirmed that inadequate financial management, which leads to high transaction costs, is a cooperative management-related factor that impacts the performance of cooperatives. 78% of respondents confirmed ineffective human

resource management, while 97.8% confirmed the lack of a managerial mechanism for signing performance contracts. Furthermore, an overwhelming 85.7% of respondents agreed that an overabundance of government intervention in cooperatives undermines both the autonomy of decision-making and the cooperative's performance.

In his research on agricultural co-operative societies and poverty reduction in Zambia, Paos (2018) reported on seventy registered members of cooperative societies. He analysed quantitative and qualitative data obtained from 47 randomly selected respondents. The results indicated that the cooperative society played a role in alleviating poverty among its members through the provision of agricultural inputs and marketing services. Notwithstanding the obstacles posed by the cooperative society's provision of products and services to its members and the exorbitant expenses associated with seed and fertiliser, the study also revealed that the organisation managed to attain these outcomes.

In Nigeria, Uzonwanne (2015) investigated cooperative organisations as a strategy for addressing poverty and fostering community development in rural areas. Information from both primary and secondary sources were gathered during survey. In particular, 300 members of the cooperative participated in the data collection process via a procedure involving random selection. In conjunction with secondary data, the questionnaire served as the principal tool for gathering information. Findings showed that respondents associated co-operative activities with creation of jobs (21.3%), building of community micro-finance banks

(20%), construction of Town Civic Hall (19%), and promotion of vocational and skills training among members (13.7%). All these activities are said to be inclined toward self-help orientation of the co-operative society.

In an inquiry, Aniebonam (2012) used a descriptive survey research design and a sample of 142 head teachers to investigate the functions of cooperatives in self-help development of post-primary schools' teachers in Delta State. The research concluded that, cooperative societies promote the self-help of teachers and the general welfare of personnel in Delta State's post-primary schools.

Cooperatives were accountable for the most substantial economic expansion in Wisconsin, according to a 2002 study by the University of Wisconsin Centre for Cooperatives that examined the financial implication of cooperatives in the state. James (2012) discovered that agricultural cooperatives are the dominant force in rural food production and distribution in Porgera. Co-ops serve as a significant self-help mechanism in rural regions, especially those where private enterprises are hesitant to operate and public authorities fail to supply fundamental services, according to the International Labour Organisation (ILO, 2002). They play a crucial role in ensuring employment opportunities, promoting education, and advocating for the interests of rural communities.

Meanwhile, Amin and Uddin (2014) examined the financial implication of cooperative societies in Sadar South Upazzila in Comilla district in Bangladesh. The study adopted a survey method. Among the over 500 co-operatives in the district, 100 members of co-operatives (participants)

were drawn through the random sampling technique. Findings from the survey showed that there were five distinct nature of saving by beneficiaries, namely: daily, weekly, fortnightly, monthly, quarterly and fixed. There were also variations in the amount of loans to beneficiaries based on the nature of contributions. Also, the 22% of the respondents acknowledged the ease of getting loan, and easy of operating system (20%) which serve as inspiration to borrow or lend money from cooperative societies.

Also, Musa et al (2013) assessed the implication of co-operatives on welfare of residence in Maiduguri. The assessment was done through a survey, using a sample of 395 participants purposively selected from two groups of Rice Farmers Co-operative Societies in the area. Findings show that (76%) of respondents affirmed that cooperatives have assisted members and improved their personal welfare.

Furthermore, Fischer and Qaim (2012) observed that within the Kenyan banana industry, there has been a notable surge of 23 per cent in the price per kilogram for producers who engage in cooperative supply. Nevertheless, the study conducted by Chagwiza et al. (2016) yielded inconclusive results regarding the influence of membership on prices in Ethiopia. The researchers surveyed a total of 192 individuals, comprising both members and non-members of dairy cooperatives. The concept of economic efficiency, which pertains to the judicious distribution of limited resources, has garnered considerable attention in scholarly investigations.

The practical application of economic efficiency entails a combination of technical, scale, and allocative efficiency (Fischer and Qaim, 2012). Typically, the efficacy of cooperatives exhibits a positive correlation

with the efficacy of individual firms, or conversely, the efficacy of members is correlated with the efficacy of non-members. Prior research about the quality and productivity of products indicate that cooperatives exhibit lower levels of efficiency compared to non-cooperatives, whereas members demonstrate higher levels of efficiency in comparison to non-members. Huang et al. (2013) conducted a comprehensive examination of the micro- and macro-economic factors that influence the efficiency of 896 cooperatives situated in China. According to the findings from the regression analysis, both leverage and board size exhibited an inverse correlation with technical efficiency. Surprisingly, the implementation of member training yielded a modestly favourable outcome. Abate et al. (2014) conducted a study to examine the influence of cooperative members' efficiency within the agricultural setting in Ethiopia. It was discovered that membership decreased technical efficiency by about 5% at the mean. In a manner akin to the rationale behind enhanced product quality performance within the agricultural domain, Abate et al. (2014) observed that the acquisition of knowledge and expertise empowers individuals to optimise their profitability about a given set of inputs, or conversely, to minimise input about a given set of outputs.

In the subsequent study, Cadot (2015) employed survey data derived from French wine grape cultivators to examine the intricate interplay between ownership structure, vertical integration, and agency cost within cooperative enterprises. Cadot (2015), by theoretical frameworks, formulated the notion of the family firm as the fundamental scenario wherein agency costs are absent, as evidenced by the ratio of

operating expenses to sales. In light of the aforementioned, the study postulated a positive agency cost for non-family enterprises and cooperatives. Based on the findings, it is evident that agency costs exhibit a notable decrease in non-family enterprises and cooperatives, thereby deviating from the prevailing theory.

However, this discrepancy may be attributed to the peculiar characteristics of managerial remuneration within family-owned businesses. In addition, Cadot (2015) found that vertical integration has a significant impact on agency costs across all ownership structures. Cooperatives, on the other hand, experience the lowest increase in agency costs, with a rate of 3.6% compared to 7.0% for family businesses and 10% for non-member businesses. Hess et al. (2013) and Cadot (2015) have elucidated two distinct methodologies for assessing the economic efficacy of farmer cooperatives. Nevertheless, the available evidence is insufficient to facilitate a comprehensive analysis or draw overarching conclusions.

The study conducted by Zheng et al. (2012) in Jilin, China, aimed to investigate the correlation between farmer characteristics and supply commitment within cooperatives. The researchers gathered survey responses from a sample of 819 farm producers. The outcome variable, denoted as the percentage of supply marketed to cooperatives, demonstrated a positive influence on labour capacity, while risk perception exhibited a negative impact. The presence of statistical significance in certain binary variables has also revealed the existence of heterogeneity across various regions and product categories.

Wollni and Fischer (2015) employed the identical ratio of Zheng et al. (2012) as the dependent variable in their study, utilising

data about coffee producers in Costa Rica. The relationship between yield and commitment displayed a U-shaped pattern, indicating that producers of varying sizes contributed a higher proportion of their production to the cooperative. The level of member commitment exhibited a discernible decline in tandem with the expansion of the membership base. Both investigations failed to take into account the potential ramifications of supply contracts, pooling arrangements, and price discounts on the level of member dedication within cooperatives.

The study conducted by Hakelius and Hansson (2016) in Sweden examined the progression of member trust and commitment by comparing survey responses from 1993 and 2013. These responses consisted of eight six-point scale items. From 1993 to 2013, there was a discernible decline of 0.35 points in trust, juxtaposed with a corresponding increase of 0.07 points in commitment. Hakelius and Hansson (2016) then posited that the discernible decline in trust necessitated a modification in the governance structure to more effectively align with the objectives and preferences of the members.

Market influence and competition have contributed to the increased efficacy of self-help cooperatives from a technical standpoint (Maieta & Sena, 2008). Indeed, several empirical studies have demonstrated that self-help cooperative enterprises have the potential to achieve, not only effective performance, but also greater efficiencies in comparison to firms owned by investors (Terreros & Gorris, 2011). Constantly aiming to achieve cost-effectiveness in their operations is the goal of self-help cooperatives (Alavosius et al., 2009; Suzuki).

In recent years, there has been a resurgence of scholarly inquiry into the development or definition of novel business models that require enhanced interconnections between communities, organisations, and societies (Porter & Krumer, 2011). Consequently, scholarly investigations conducted over the last ten years emanating from diverse funding sources, including social entrepreneurship (Zahra et al., 2008), cooperative enterprises (Cheney et al., 2014), social enterprise (Doherty et al., 2014), and hybrid organisations (Battilana & Lee, 2014), have all appeared to be more adept at achieving economic and social objectives. Cooperative businesses with a self-help orientation have been acknowledged for decades as institutional entities capable of and doing so in response to societal demands, socioeconomic issues, market failures, and the needs of customers, members, and society at large (Cheney et al., 2014; Costa et al., 2012; Storey et al., 2014). Scholars generally acknowledge that cooperative enterprises, especially those with a self-help orientation, incorporate social entrepreneurship, hybrid firm, and social enterprise characteristics (Doherty et al., 2014). It is noteworthy that the International Labour Organisation (ILO) acknowledges the significance of cooperative enterprises in enhancing the working and living conditions of individuals of all genders on a global scale, in addition to providing vital infrastructure and services in regions overlooked by investor-driven and state-owned enterprises (ILO, 2017).

Self-help cooperatives' efficacy has sparked increased interest in established organisational literatures, including those of finances, business, and sociology. Mazzarol et al. (2014) provide support for this scholarly endeavour by stating that

researchers from management and social sciences are investigating cooperatives.

In a report on the efficiency of cooperative performance, stated that efficiency is only meaningful and measurable in relation to objectives. For this reason, elucidating the efficacy of cooperative enterprises necessitates an examination of their competitive advantages. Consequently, an evaluation of the market competitors is required (Fridel, 2009). In order to measure the efficacy of self-help cooperatives in comparison to other types of business concerns, academics frequently draw comparisons between cooperatives and corporations in order to discern the economic behaviour disparities between the two systems. Community concern for the cooperative interests of members' environmental and socioeconomic well-being, as well as the economic system, is associated with these factors (Wanyama et al., 2014).

Statement of the Problem

It is obvious that, given the high rate of inflation which seems to have gone beyond the capacity of public authority to address, there is a huge financial burden on teachers which their monthly incomes can no longer support. This, perhaps, is one of the factors for organising self-help cooperatives among teachers. However, while many self-help cooperative societies are guided by such principles as open solidarity of members, democratic process of members control, members economic or financial participation, training, education, and information application, and concern for community (cooperative social responsibility), it is worrisome to note that some of these seemingly self-help cooperative societies do not operate under the above principles. This, perhaps,

accounted for the liquidation and insolvency of many cooperative societies. Nevertheless, the context of efficiency in cooperative societies also demand empirical validation.

In Bayelsa State, teachers in Public Secondary Schools operate diverse kinds of cooperative societies. While many are meeting the expectations of its members, others are deficient in meeting the mutual needs of their members. A cursory observation on the operations of some of these self-help cooperative societies shows that, there is no clear evidence of efficiency factors in their activities, which must predict the enhancement of members' welfare.

Various studies of both analytical and empirical dimensions have been carried out on the dynamics of cooperative societies as empowerment game changer and even the managerial and performance indicators have all received attention among others. What then could be those efficiency predictors of self-help cooperative societies that enhance teachers' welfare in public secondary schools in Bayelsa State? This question is yet to be answered empirically. Consequently, until this question is answered, there remains a knowledge gap which this research now has bridged by this empirical survey of efficiency predictors of self-help cooperative societies on teachers' welfare in Bayelsa State, Nigeria

Objectives of the Study

The specific objectives are to:

1. determine whether competence of management committee enhances safety net for teachers' self-help cooperative societies;
2. ascertain if leadership trust enhances the sustenance of stable income (saving) among teachers in self-help cooperative societies;

3. find out whether training of members of self-help cooperative assist in the enhancement of teachers' capacity to manage their savings; and
4. determine the joint impact of efficiency predictors of self-help cooperative societies on the enhancement of teachers' welfare in public secondary schools in Bayelsa State.

Hypotheses

The following null hypotheses are postulated to guide the study:

1. Competence of management committee will not significantly contribute to the attainment of safety net of teachers in self-help cooperative societies.
2. Leadership does not significantly enhance stable income (saving) among teachers in self-help cooperative societies;
3. Training will not significantly ensure self-reliance capacity of teachers in self-help cooperative societies;
4. Joint efficiency predictors of self-help cooperative societies will not significantly enhance teachers' welfare in public secondary schools.

Significance of the Study

This research is significant because it would first, bridge the gap in research knowledge as it would establish those efficiency elements in self-help cooperative societies in the attainment

and sustenance of teachers welfare. Secondly, it would contribute to the body of knowledge in community development as it would leverage on the contents and contexts of self-help and self-reliance in the empowerment of teachers. The study would assist in the organisation, supervision and monitoring of cooperative societies activities by the regulatory agencies in Bayelsa state, Nigeria and globally.

Methodology

The descriptive survey research design was adopted.

Population of the Study

The population of the study comprised of all nine (9) members of the management committee and registered teachers who were members of self-help co-operative society from Brass (15), Ekeremor (16), Kolga (41), Nembe (34), Ogbia (84), Sagbama (44), Silga (44) and Yelga(329) which aggregates to six hundred and seven (607) in the Bayelsa State Post-Primary School Board Staff Multi-Purpose Cooperative Societies Limited (Dec. 2023).

Sample and Sampling Technique

The purposive random sampling technique was used to conveniently (by census) select all the members of the management committee (9), while the simple random sampling technique which involves the balloting process was adopted to select 50% of the population from the eight local government areas to aggregate (305) participants for the study.

Instruments for Data Collection

Data for this study were collected from both primary and secondary sources respectively. The major instruments that were used for data collection were self-structured questionnaire tagged: "Self-Help

Cooperative Societies and Teachers Welfare Scale (SHCSTWS)” and structured interview. The questionnaire was administered to the members of the co-operative societies while members of the management committee were interviewed using structured items to compliment data that were gathered from the members. The questionnaire was structured into two sections (‘A’&‘B’). Section ‘A’ elicited data on the personal characteristics of the members (respondents) of the co-operative societies while section ‘B’ contained six clusters with the response items that were drawn to elicit data for the test of the hypotheses raised for the study. This section was drawn on a four-point rating scale of Very Certain (VC)4; Certain (C)3; Not Certain (NC)2; Not Very Certain (NVC)1.

Validity and Reliability of Instrument

The questionnaire was validated for face and contents; the reliability of the instrument established as the instrument was administered to 20 staff of the Niger Delta University Co-operative Societies Limited that were not part of the main sample of the study. The instrument was administered twice to assess its internal consistency in relations to the variables sought. The scores obtained were used to derive the coefficients of reliability values for all variables using the Cronbach's alpha analysis with an average reliability coefficient value of .89.

Method of Data Collection

The questionnaire and interview were administered by the researcher after approval letter was obtained from the Department to that effect. This was done in two months to enable a comprehensive retrieval of the

copies of questionnaire and the conduct of interview among (9) members of the management committee for data analysis. Out of the 305 copies of questionnaires that were given out to participants, 294 copies were retrieved indicating 96.4% rate of retrieval. These valid copies of questionnaire as complimented with information from the interview were analysed for the study.

Method of Data Analysis

Both qualitative and quantitative statistical methods were used to analyse the data that were collected from the survey. Mean, and standard deviation scores, were used to answer the research questions, while the hypotheses were tested with analysis of variance at 0.05 alpha.

Ethical Considerations

Ethical considerations were observed in the course of carrying out the research. Informed consent was obtained from the participants as they were assured of the confidentiality and anonymity of their responses. Participation in the research was voluntary as respondents had the right and absolute rights to exclude themselves at any time devoid of consequences. Besides, the research also ensured that there was no harm done to the respondents as the data collected were used solely for research purpose. By adherence to this detailed methodology, the research intends to provide valuable empirical results that would enhance the development of cooperative societies by taking into consideration those aggregates of efficiency in self-help orientation for financial empowerment of teachers in the area of study among others.

Results and Discussion of Findings

Table1. Frequency and Percentage Distribution of Respondents by Sex

Sex	Frequency	Percent
Male	105	35.7
Female	189	64.3
Total	294	100.0

Source: Researcher's Field Survey, 2024

Table 1 above shows the distribution of demographic data according to sex of the participants. From the above result, 35.7% of the 294 respondents were male, while 64.3% were female. This shows that more female took part in the survey than male.

Table 2. Frequency and Percentage Distribution of Respondents by Age

Age (Yrs)	Frequency	Percentage (%)
21-30yrs	4	1.4
31-40yrs	86	29.3
41-50yrs	140	47.6
51yrs & above	64	21.8
Total	294	100.0

Source: Researcher's Field Survey, 2024

Table 2 above captures respondents' demographic data according to age. From the above result, the age of participants ranged from 21 to above 51 years. This result shows that participants were of mature age to provide useful and appropriate information for the investigation.

Table 3. Frequency Distribution of Respondents by Highest Educational Qualification

Highest Educational Qualification	Frequency	Percentage (%)
Diploma Certificate	12	4.1
First-Degree	209	71.1
Higher-Degree	73	24.8
Total	294	100.0

Source: Researcher's Field Survey, 2024

Table 3 above contains the demographic results of participants' educational

attainment. The above result reveals that 4.1% of the participants had a diploma, 71.1% had a first degree, and 24.8% had a higher degree. This indicates that more first-

degree holders participated in the survey, which invariably reflects the categories of persons employed in the Post Primary School sector in the state. Finally, this result suggests that participants are all knowledgeable enough to provide vital information for the investigation without bias.

Table 4. Frequency and Percentage Distribution of Respondents by Years of Membership

Years of Membership	Frequency	Percentage (%)
Below 5yrs	89	30.3
6-10yrs	146	49.7
11yrs & above	59	20.1
Total	294	100.0

Source: Researcher’s Field Survey, 2024

Table 4 above shows the demographic data of participants according to their level of experience and engagement in self-help cooperative societies as members. The above result reveals that 30.3% of the participants had experience below 5 years. On the other hand, 49.7% had 6–10 years and 20.1% had

11 years and above experience, respectively. This result suggests that participants were knowledgeable and experienced as members of the self-help cooperative societies. Thus, their responses can be trusted as valid for replication.

Hypothesis 1

The competence of the management committee will not significantly contribute to the sustenance of the safety net of teachers in self-help cooperative societies in Bayelsa State.

Table 5: ANOVA Tests on Competence of Management Committee in Self-help Cooperative Societies and Sustenance of Safety net for Teachers’ Welfare

Dependent Variable: Teachers’ Welfare

Source	Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	437.875 ^a	11	39.807	2.165	.016
Intercept	53586.449	1	53586.449	2914.566	.000
Competence of Mgt. Cmtt.	437.875	11	39.807	2.165	.016
Error	5184.778	282	18.386		
Total	300566.000	294			
Corrected Total	5622.653	293			
a. R Squared = .078 (Adjusted R Squared = .042)					

Table 5 reveals the contribution of management committee competence in self-help cooperative society on the attainment of safety net for welfare of teachers in Bayelsa State. From the above result, the value $F(11, 282) = 2.165, p = 0.016 < 0.05$, indicates that management committee members' competence has a significant contribution on the sustenance of safety net teachers' welfares. This finding suggests that as management competence improves, the safety net of teachers in self-help cooperatives will significantly improve. As a

result, the hypothesis, which states that the competence of the management committee will not significantly contribute to the sustenance of the safety net for teachers in self-help cooperative societies in Bayelsa State, is rejected and an alternative hypothesis is upheld. This result is further explained by the Adj. R-squared of .042 which implies a 4.2% contribution of the independent variable to the measure of dependent variable of sustenance of teachers' welfare with R-squared of .078(7.8%) at 0.05 alpha.

Hypothesis 2

Leadership does not significantly enhance stable income (saving) among teachers in self-help cooperative societies

Table 6: ANOVA Test on Leadership in Self-help Cooperative Society and Enhancement of Stable Income (saving) among Teachers

Dependent Variable: Teachers' Welfare

Source	Sum of Squares	Df	Mean Square	F	Sig.
Corrected Model	873.720 ^a	12	72.810	4.308	.000
Intercept	137360.736	1	137360.736	8127.798	.000
Leadership	873.720	12	72.810	4.308	.000
Error	4748.933	281	16.900		
Total	300566.000	294			
Corrected Total	5622.653	293			
a. R Squared = .155 (Adjusted R Squared = .119)					

Table 6: how leadership enhances stable income (savings) among teachers who are members of self-help cooperative society in Bayelsa State. The result indicates $F(12, 281) = 4.308, p = 0.000 < 0.05$, showing that leadership significantly enhances stable income (savings) among teachers in self-help cooperative society. So, the hypothesis, which states that leadership does not significantly enhance stable income

(savings) among teachers in self-help cooperative societies in Bayelsa State, is rejected and an alternative hypothesis is upheld. The percentage contribution of the independent variable to the measure of the predictor is further explained with the Adj. R-squared value of .119 (11.9%) and without error of chances with R. squared value of .155 (15.5%) at .05 alp.

Hypothesis 3

Training will not significantly ensure self-reliance capacity of teachers in self-help cooperative societies

Table 7: ANOVA Tests on Training in Self-help Cooperative Society and Teachers' Self-reliance Capacity for Attainment of Welfare

Dependent Variable: Teachers' Welfare					
Source	Sum of Squares	Df	Mean Square	F	Sig.
Corrected	2255.565 ^a	17	132.680	10.876	.000

Model					
Intercept	94341.549	1	94341.549	7733.171	.000
Training	2255.565	17	132.680	10.876	.000
Error	3367.088	276	12.200		
Total	300566.000	294			
Corrected Total	5622.653	293			
a. R Squared = .401 (Adjusted R Squared = .364)					

Table 7 shows how training guarantees or ensures the self-reliance capacity of teachers in self-help cooperative societies in Bayelsa State. The above result, $F(17, 276) = 10.876$, $p = 0.000 < 0.05$, indicates that training significantly enhance the self-reliance capacity of teachers in self-help cooperative societies. This finding evidenced that the more teachers are trained in self-help cooperative society, the better they become self-reliant as measure of attainment of

Hypothesis 4

Joint efficiency factors in self-help cooperative societies do not significantly contribute to the attainment of teachers’ welfare in public secondary schools in Bayelsa state

welfare. As a result, the hypothesis, which states that training will not significantly ensure the self-reliance capacity of teachers in self-help cooperative societies in Bayelsa State, is rejected and an alternative hypothesis is upheld. The percentage of the prediction is also explained by the Adj. R squared value of .364 (36.4%) with the evidence of measure of R. squared value of .401 (40.1%) at 0.05 alpha.

Table 8: Multiple Regression Analysis on the Significant Contribution of the Joint and Relative Efficiency Factors of self-help cooperatives contribution on the Attainment of Teachers’ Welfare in Public Secondary Schools in Bayelsa State

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	2169.402	5	433.880	36.185	.000 ^b
	Residual	3453.251	288	11.990		
	Total	5622.653	293			

a. Dependent Variable: Teachers' Welfare
b. Predictors: (Constant), Training, Leadership, Competence

Table 8 shows the multiple regression analysis on the joint and relative contribution of efficiency factors in self-help cooperative societies on the attainment of teachers' welfare in public secondary schools in Bayelsa State. The F-stat. = 36.185; p-value = $0.000 < 0.05$ alpha suggests that efficiency factors namely; competence of the management committee, quantum of market information, adequacy of share capital, leadership and training of self-help cooperative societies significantly contribute to the attainment of teachers' welfare in public secondary schools in Bayelsa State. Based on this result, the null hypothesis is rejected.

Discussion of Findings

Essentially, the sustenance of the welfare of members continued to serve as the core motivation for the growth and sustenance of cooperative societies. To that extent, government and its agencies have ensured that legal monitoring frameworks are put in place to indirectly serve as watchdog on the activities of self-help cooperative societies to avoid bankruptcy and liquidation of share capital of members.

Market influence and competition have contributed to the increased efficacy of self-help cooperatives from a technical standpoint (Maieta & Sena, 2008). Indeed, several empirical studies have demonstrated that self-help cooperative enterprises have the potential to achieve not only effective performance but also, greater efficiencies in comparison to firms owned by investors (Terreros & Gorriz, 2011). Constantly aiming to achieve cost-effectiveness in their

operations is the goal of self-help cooperatives (Alavosius et al., 2009; Suzuki).

In recent years, there has been a resurgence of scholarly inquiry into the development or definition of novel business models that require enhanced interconnections between communities, organisations, and societies (Porter & Krumer, 2011). Consequently, scholarly investigations conducted over the last ten years emanating from diverse funding sources, including social entrepreneurship (Zahra et al., 2008) cooperative enterprises (Cheney et al., 2014), social enterprise (Doherty et al., 2014), and hybrid organisations (Battilana & Lee, 2014), have all appeared to be more adept at achieving economic and social objectives. Cooperative businesses with a self-help orientation have been acknowledged for decades as institutional entities capable of and doing so in response to societal demands, socio-economic issues, market failures, and the needs of customers, members, and society at large (Cheney et al., 2014; Costa et al., 2012; Storey et al., 2014). Scholars generally acknowledge that cooperative enterprises, especially those with a self-help orientation, incorporate social entrepreneurship, hybrid firm, and social enterprise characteristics (Doherty et al., 2014). It is noteworthy that the International Labour Organisation (ILO) acknowledges the significance of cooperative enterprises in enhancing the working and living conditions of individuals of all genders on a global scale, in addition to providing vital infrastructure and services in regions

overlooked by investor-driven and state-owned enterprises (ILO, 2017). Self-help cooperatives' efficacy has sparked increased interest in established organisational literatures, including those of economics, management, business, and sociology. Mazzarol et al. (2014) provide support for this scholarly endeavour by stating that researchers from diverse disciplines such as education, management and social sciences, art and pure sciences are investigating cooperatives.

Conclusion Recommendations

Arising from the main findings of this study, it is obvious that the efficient performance of self-help cooperative societies is both an economic and managerial functions of the independent variables that were empirically established in this study. These efficiency factors also validated previous investigations on factors affecting the performance of cooperative societies, effect of cooperative societies on financial welfare of members, and rediscovery of cooperatives enterprise through systematic overview of contemporary issues and prospects for the future.

Recommendations

1. It is also important that leadership recruitment and succession plan be initiated in the laws or bye-law of the self-help cooperative societies. Leadership is essential for the stability, accountability, and transparency of self-help cooperative with the collective objective of that teachers' welfare is not compromised. This can be achieved and sustained if the laws make adequate provision for appropriate leadership recruitment and succession plan in the self-help

cooperatives among teachers in the public secondary schools in Bayelsa State.

2. Emphasis must also be placed on public supervision of self-help cooperative societies for the main aim of ensuring public trust through transparent operation. Such public supervision must not compromise auditing of yearly accounts, payment of dividends and bonus and distribution of surpluses.

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