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THE EFFECT OF EXTENSION WORKERS'
ROLE ORIENTATION ON RURAL DEVELOPMENT 4

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This thesis is my original work and has not
been presented for a degree in any other
University.

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This thesis has been submitted for examination
with our approval as University supervisors.

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ABSTRACT

The main purpose of this study is to determine how extension workers role orientation influences their effectiveness as agents of change interms of how it influences their relationship with clients. Two types of role orientations bureaucratic and client orientations were first identified empirically as well as more complex types derived from these two dimensions, Secondly concepts like extension workers' credibility, empathy, persuasion ability and work performance were identified as being some of the crucial determinants of extension worker-client relationship. Thirdly organizational factors as well as the extension workers' personal attributes were examined on how they influence their role orientations and their effectiveness.

Such a study necessitates a research design whereby the extension workers provide information about their bureaucratic orientation, personal attributes and organizational factors while the clients provide information on the extension workers' degree of client orientation, credibility, empathy, persuasion ability and work performance. Thus the study has two major units of study; the extension workers and the household heads who are the clients. The study was carried in northern and western administrative divisions of Machakos District and was limited to the grass-root extension workers in the Ministry of Agriculture and in Community Development department of Ministry of Cooperatives and Social Services.

The major findings indicate that most of the extension workers were relatively old, less educated and had received very little initial training in their fields and especially those in crop division. It was also found that though the majority of the extension workers held high hopes of being promoted such ambitions were much frustrated because both the Ministry of Agriculture and Community Development had a large number of promotion bars. This frustration was further being aggravated by other poor working conditions which also tended to limit them from performing their duties more effectively such as lack of means of transport, large and densely populated work areas, high rates of transfer, low salaries etc.

It was also found that extension workers credibility, empathetic ability, persuasiveness and work performance were not influenced or related to their bureaucratic orientation. However all these (four) variables were strongly related or influenced by the extension workers' client orientation. These findings were further supported or confirmed by the more complex role orientations derived from the bureaucratic and client role orientations. Thus indicating that client orientation is a more influential determinant of the extension workers degree of credibility empathy, persuasion ability and work performance than is their bureaucratic orientation.

The findings also indicated that organizational factors such as the type of extension work, rate of transferring extension workers, the geographical area

in which they operate as well as their personal attributes such as age, level of formal education, length of training and length in the agency does influence their role orientations, credibility, empathy and work performance.

Thus this study has to some extent shown some of the major problems facing the extension workers as well as some of the root causes of defective extension worker-client relationship most of which can be manipulated for increased effectiveness in the transfer of technology to rural areas.

Although some studies have been carried out in connection with identifying factors which influence these defective relations, apparently there has been very little direct focus on the factors which mediate the relationship between extension workers and their clients. Hence this study attempts to fill this gap. Furthermore the relationship between extension workers and their clients can be considered to be a pre-condition for any effective transfer of technology to rural areas for the extension workers to successfully play their role as agents of change. It will hence be seen that the nature of such relationships with their clients.

As it is assumed that there are many factors which influence the extension worker-client relationship, this study primarily focuses on how extension workers' personal characteristics, such as age, level of

CHAPTER I

INTRODUCTION

THE PURPOSE OF THE STUDY / OBJECTIVES:

Kenya like most other developing countries, is faced with the problem of increasing the efficiency of its extension services and especially those concerned with the transfer of useful technology into the rural areas. The purpose of this study is to examine some of the factors which contribute to low efficiency in rural extension services and especially the agricultural and community development extension services. Although many studies have been carried in connection with identifying factors which constrain these extension services, apparently there has been few studies which directly focus on the factors which constrains the relationship between extension workers and their clients. Hence this study attempts to fill this gap. Furthermore the relationship between extension workers and their clients can be considered to be a crucial one for any effective transfer of technology to occur because for the extension workers to successfully play their role as agents of change, by and large depends on the nature of their relationship with their clients.

As it is reckoned that there are many factors which influence the extension worker-client relationship, this study primarily focuses on how extension workers role orientation influences their degree of

credibility, empathy, persuasion ability and work performance all of which are considered to be a powerful determinant of extension worker-client relationship. In addition, extension workers' personal attributes or characteristics and some of the organizational factors of the extension services are also examined in relation to how they influence the extension workers role orientations and also their relationship with the clients.

By showing that extension workers' role orientations, personal attributes and some organizational factors of the extension services do influence extension worker-client relationship, we hope this study, to some extent, can indicate or propose a strategy for increasing extension workers' effectiveness as agents of change which is needed for accelerating the transfer of technology to rural areas.

THE ROLE OF RURAL DEVELOPMENT IN KENYA

The necessity to give priority in development plans and programmes to rural development has been realized by most of the developing countries especially in Africa. In East Africa, it has been accepted by all the countries that it is mostly through the development of their rural areas that they could overcome most of the social and economic problems facing their countries.

Mbithi¹ has pointed out some of the most important salient economic features of Africa and especially of Kenya which indicate quite clearly that development strategy based on rural development is more relevant and has long term viability in Kenya. For example in Kenya the main indicators are;

90% of Kenya's 12 million people live in rural areas. Furthermore the population growth between 1962 and 1969 of the rural population of 10.2 million showed a growth rate of about 3.3% per year as compared to a population growth rate of the major urban centres of between 5 to 8% per year. The rate of urbanization for Kenya, that is, people living in localities of 20,000 or more inhabitants is about 10% as compared to average Asian centres 17%, Latin American countries 32% and United States of America 74%. Therefore inspite of the high growth rate of the Kenyan Urban Centres (5-8%), the total population being absorbed per year from the rural into urban areas through rural to urban migration is very small. For example between 1962-1969 about 344,000 people migrated from rural to urban areas² which represented an annual average migration of 49,143 people. However as the Kenya's rural population of about 10.2 million is growing at about the rate of 3.3% per annum which is about

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1. Mbithi P.M. "A Development Approach to Draught and Famine in Kenya" University of Nairobi, 1974 pp. 1-2.
 2. Rempel H. "Strategies for increasing productive Employment in African Countries: Urban employment and Urban in-migration in Kenya" I.D.S. paper p. 1.

336,600 people every year, it implies that every year there is a net rural population growth of about 287,457 people to be fed. Therefore the current urbanization and centralized industrialization strategies do not relieve the increasing strain on rural resources and with such an increasing population. This rural and urban population absorption problem is superimposed on the following additional conditions:

1. In Kenya industrialization techniques are capital intensive, for example, the rate of industrial growth was 8-9% over the 1966-1970 development period, while the rate of urban job creation for Nairobi was only 2.2% and for the country as a whole was 2.7%.

2. Kenyas dual rural economy of large scale plantation agriculture which attracts more investment, more research, more credit and which contributes a greater part of foreign exchange earnings, for example in 1972, they produced about 48% of the gross marketed agricultural production¹ leaves the small scale producer and the peasant farmers who are by far the majority in the country, technicologically stagnant and also unable to support the increasing population.

3. International enviroment for industrialization has diminishing markets and terms of trade, furthermore they are faced with inflation so that further investments are stunted for a country like Kenya.

4. The rate of transfer of technology to rural

1. "Kenya Development plan 1974-1978" part I. Government Printers p.199.

production system is extremely low, for example it is about 30-50% for Eastern, Central and Western Kenya. This is mainly due to the inappropriateness of the technology and Socio-structural and Socio-economic problems.

It is from realization of such factors that Kenya decided to put special emphasis on rural development. For example, the basic goals of Kenya development plan for the period 1970-1978 are;¹

a) Ensuring rapidly increasing food supplies consistent with the policies of national food sufficiency and rapidly increasing population under limited cultivable area.

b) Raising rural incomes which have seriously lagged behind urban incomes and have been poorly distributed across regions.

c) Raising rural welfare, especially the amenities of a modern life such as community health services, counselling services, adult education etc.

d) Increasing rural employment; calculations shows that in Kenya for example, urban areas absorb only 25% of the new entrants into the labour market per year and the rest 70-75% must be absorbed in the rural areas under conditions of increasing landlessness and low capacity of non-farm job creation.

1. Mbiti P.M. "Issues in the transfer of useful knowledge in rural development in Kenya" paper presented in the 22nd International Course on rural Extension, Wageningen 1974 pp. 4-5.

c) Increasing the involvement of rural people in planning, implementation and evaluation of rural development programmes.

f) Promoting national integration through; cross ethnic collaborative development efforts and cross ethnic rural interaction patterns. And meaningful involvement and self-determination which complement nationalistic political independence.

g) Increasing the capacity of rural development machinery to increase the use of local resources, planning, and administration of change programmes.

ROLE OF TECHNOLOGY IN RURAL AND AGRICULTURAL DEVELOPMENT:

One of the most important ways of achieving the above mentioned goals will be by increasing technology transfer to rural areas and especially to the peasant farms and by providing essential services associated with processing and handling farmers produce and other facilities such as farm credit, marketing etc. for to increase farm productivity, a part from land, labour and capital, a very important input is the degree to which new techniques and practices are applied on it.

For example Mbithi¹ points out that an effective adoption of Katumani synthetic maize for the dry areas (over 80% adoption) would reduce moisture requirement of the main staple maize from 12" to about 7" per season, hence reduce the incidence of crop failure

1. Ibid p.8.

and food shortage from 1:3 years to 1:8 years. Allan Young¹ showed that the increased transfer of relevant technology in correct combination in terms of size, scope and complementarity can increase returns to a piece of land as compared to total costs of inputs by 845%. This implies that an effective transfer of relevant technology in rural areas can greatly increase the output of these areas.

Mbithi² has also argued that the introduction of new cash crops or new farming practices to peasant farms would not only stabilize and increase the farmers' incomes but also as farm incomes increase, farmers would become better off and withdraw from manual tasks, thus creating a demand for hired labour and hence increase the population absorptive capacity of rural areas. Furthermore increased farm incomes would increase the purchasing power of the rural people and attract job creating business into rural areas. He also argued that some technologies like some cash crops such as cotton, tea, tobacco, coffee and pyrethrum create peaked labour demands at planting and harvesting. Other technologies create peaked labour demands by increasing regularity of operations for example, fertilizer increases weeding and harvest hence extra-labour demands. He further points out that increased technological sophistication

1. Allan Young cited in ibid p. 10.

2. Ibid pp. 7-8.

leads not only to better control over the farmers physical environment and the possibility of more marginal lands being brought into productive use, but also would remove drudgery and boredom out of farm operations and hence it would attract more youth into farming and to some extent arrest rural to urban migration.

Such an argument indicates that increased technology transfer to peasant farms will not only increase rural incomes and output, but will also trigger or precipitate a chain of desirable rural changes such as; raised standards of living, increased labour demands and thus increasing the population absorptive capacity of rural areas, make farming an attractive career, attract job creating businesses into the rural areas, and also to a good extent arrest rural to urban migration and it's subsequent urban problems of employment, housing, crimes, slums etc.

Hence this study aims at furthering the understanding of the factors which constrain or influence the rate of technology transfer in rural areas. But given the present resources of time and money, we cannot carry out a comprehensive study aimed at identifying most of these factors, hence the study is primarily limited to the extension system involved in the dissemination of technology and particularly the field extension workers or the change agents who come into contact with the people in their day to day work, in otherwords, the grass-root extension

workers because in a country with a fair amount of illiteracy and inadequate mass communication like Kenya, field extension workers are likely to remain a major source of information on new techniques and practices and especially in rural areas for a fairly long time. The field extension workers are also important in that they can establish contact with the people; test and improve suitable methods under local conditions or circumstances; test the reactions of the people concerning new methods; can be used to find out priorities and special problems of each particular area; can act as the link between the research stations and the local people; and can have a lot of influence on the perception of the effect of an innovation.

Furthermore the study is not only limited to one Kenyan district of Machakos but also to the extension workers in the Ministry of Agriculture and in the community development division of Ministry of Co-operatives and social services because the Ministry of Agriculture has a long tradition of responsibility in the dissemination of information to rural farm production system and furthermore it is the most important institution in this field in Kenya. While the extension workers in community development have been included partly because we can get more insight on extension problems by comparing different types of extension services rather than studying only one type and partly because community development division

can be considered as part of the steering wheel or a guide to self-help harambee projects which are performing a most remarkable role in Kenya's rural development. Though it has been sometimes argued that farmers resources especially of time, energy and finance which should have been spent on farm improvements have often been diverted to community projects, this study looks at the Ministry of Agriculture and community development department as being very much complementary in that for any meaningful or effective farm changes such as intensification of production, introduction of cash crops, use of improved seeds, fertilizers and insecticides, better methods of cultivation, adoption of improved veterinary practices etc. they must be coupled with the expansion of the present rural infrastructures, provision of social amenities such as clean water, dietary improvements, community health services, adult education and even such direct farm facilities such as cattle dips all of which in the rural areas are to a large extent attained through mobilization and organization of local efforts such as self-help or harambee projects which is directly under the division of community development in the Ministry of Co-operatives and social services.

THE PROBLEM

By 1970, the Ministry of Agriculture had employed about 15,000 people 9,000 of whom were designated

as trained disseminators. There were about 150 agriculture graduates, 500 diploma officers, 2,700 technical assistants and 5,400 junior assistants, with a farming population which accounted for 70% of the 1.7 million rural households in 1970. These figures represent worker-farmer ratio of 1:1000 as compared to 1:1500 in Tanzania and 1:1800 in Uganda¹ while in community development, There are as many as about 700 community development assistants (CDAS) in Kenya at present² and the ratio of CDAS to the number of continuing community projects in Machakos district by 1973 was about 1:22. The above figures especially on the extension workers in the Ministry of Agriculture shows a higher ratio than in many other African countries. Furthermore according to the 1974-1978 development plan³ the Ministry of Agriculture is not expecting significant increases in the number of extension staff. Therefore ensuring a more effective extension effort will be a matter of improving the quality of the extension workers and making extension services as an integral part of rural development.

However, it is quite well known that the process of transferring technology to rural areas is not as effective as would have been desired. For example research carried out in three high potential areas reveal that hybrid maize has been adopted by only 31%

1. Ibid p. 13.

2. Wallis M. "Community Development Assistants and their training" I.D.S. paper.

3. "Kenya Development plan ----" op cit.

of the farmers in Tetu Division of Nyeri district, 59% in Vihiga Division of Kakamega district and 79% in Kisii highlands. In Nyeri a high potential area, the non-adoption of grade cattle, coffee, tea etc. is by over 50% of the farmers. And in Eastern Kenya of the total maize acreage, only 28% is planted with the early maturing Katumani hybrid maize.¹ There are also many other similar examples in Kenya which have led and are still leading into much enquiry as to what factors influence or constrain this process of transferring technology. However it has now been accepted or realized from previous studies that there is a complexity of factors constraining this process.

Some of the factors which have already been identified as contributing to the low rate of transfer of technology, the choice of language and the channels used for disseminating innovations, the change agencies themselves, and many equally important but "localized" factors, local in the sense that they vary by regions, districts, locations and even at village levels but which still influence the flow of technology, such factors as drought, land potentials, land tenure systems, farming taboos etc.

However most of these studies have not directly focused on the relationship between extension workers and

1. Mbithi P.M. "Issues in the transfer ----" op cit, pp. 18-19.

their clients or the farmers. This study focuses into such a problem not only because it has received less attention but also because the relationship between extension workers and their clients is a crucial one for any effective transfer of technology to occur. For example, in order to play their role successfully such as developing a need for change among the clients, diagnosing the clients' problems, examining the clients' goals and alternatives then creating the intent to change in the clients, encouraging the clients to innovate, and stabilizing the changed behaviour so as to prevent discontinuance an extension worker must first foster a belief among his clients that he is competent, trustworthy and empathetic with his clients position. In other words the extension workers effectiveness to influence or to successfully play their role as agents of change by and large depends on the nature of their relationship with clients. The relationship being characterized by variable like: reciprocity, that is the behaviour of each affects the other; Homophily, the degree of similarity in certain attributes of individual pair who interact; empathy, the degree of which one feels as if he were experiencing another's feelings as his own; and credibility, the degree to which extension worker is perceived as trustworthy and competent by his clients.¹

1. Rogers E.M. "Modernization among peasant; The impact of communication" 1969.

It has also been noted that disappointing results of extension programmes is partly due to ineffective means of communicating and motivating the people.¹ This rises the question of why extension workers cannot effectively transmit or communicate information to those who are intended to use it and to influence them to make proper application. Leagans (1971)² has pointed out that a successful communication, is the process by which two or more people exchange ideas, facts, feelings or impressions so that each gains a common understanding of the meaning intent and use of message. In essence, it is the act of getting a sender and receiver tuned to each other for a particular message or series of messages, hence communication is a conscious attempt to share information, ideas, and attitudes with others. From such a way of defining a successful communication, it can be noted that the crucial point is that the extension worker and their clients must be tuned to each other, the key man being the extension worker in that he is the one who usually originates and sends the message. From such an assumption, knowing who is the extension worker? what does he know? what skills does he possess? what are his motives and attitudes? is inevitable for it is through asking such questions that we can know

1. Ascroft and Roling N. cited in Mbithi P.M. "Innovations in rural development" I.D.S. paper p. 13.

2. Leagans J.P. "Extension Education and Modernization" from "Behavioural Change in Agriculture" Edited by J.P. Leagans and C.P. Loomis: Cornell University Press, 1971.

their degree of similarity in certain attributes with their clients; degree and type of reciprocity with their clients, that is their sort of behaviour which influences the reactions of the clients; their credibility, their degree of empathy; their persuasion ability and devotion to their work, all of which are a powerful determinant of extension worker-client relationship and hence effective extension.

Their clients and hence affect their effectiveness as agents of change. In this section we shall briefly examine some of these pertinent issues which will help us identify the major concepts relating to the extension worker-client relationship and which we can employ then in our theoretical frame of reference. For example:

It has been noted that most of the research findings are often too technical and printed in inaccessible journals and papers and rarely circulated within a reduced community of scientists and planners, never being redirected or intended for the benefit of even middle grade extension workers.¹ It has also been noticed that even within the universities such findings in many cases go down to the district level. For example, in the ministry of agriculture they may just reach the district agricultural officers and are rarely passed down to the grass root extension workers.

1. Ghisla P.M. "Issues in the transfer of useful knowledge in rural development in Kenya" paper presented in the 2nd International seminar on rural extension, Wageningen, 1974, pp 16.

CHAPTER II

THEORETICAL APPROACH

SECTION I

ISSUES INFLUENCING EXTENSION WORKER - CLIENT RELATIONSHIP

Several studies have already indicated or inferred some issues or factors which influence or constrain the relationship of extension workers and their clients and hence affect their effectiveness as agents of change. In this section we shall briefly examine some of these pragmatic issues which will help us identify the major concepts relating to the extension worker-client relationship and which we can employ them in our theoretical frame of reference.

For example;

It has been noted that most of the research findings are often too technical and printed in inaccessible journals and papers and mostly circulated within a secluded community of scientists and planners, never being redirected or intended for the farmers or even middle grade extension workers.¹ It has also been noticed that even within the ministries such findings in many cases goes down up to the district level for example, in the Ministry of Agriculture they may just reach the district agricultural officers and are rarely passed down to the grass root extension workers.

1. Mbithi P.M. "Issues in the transfer of useful knowledge in rural development in Kenya" paper presented in the 22nd International course on rural extension, Wageningen, 1974. pp. 16.

This implies that most of the grass root extension workers are denied the chance to further their knowledge or to keep up to date with the latest techniques and practices or innovations. Which means that they might be still directing the farmers to follow outdated methods and practices. Hence it is a common thing to find some of the farmers especially the more progressive ones, using methods and practices which even the extension workers are not aware of them. During our study, one of the extension workers, admitted that he was learning alot from the more progressive farmers. Under such circumstances, the extension workers are apt to be of low credibility in the eyes of their clients because they are not furnished with the latest methods and practices or innovations and do no longer act as the source of innovations to many farmers, consequently some farmers tend to look for other sources of agricultural information.

Ascroft et al (1971)¹ study in South Tetu division of Nyeri, noted that extension workers visit most frequently only the 10% top farmers who are more educated and with larger farms "the progressive farmers" in connection with such skewed extension services, Roling and Chege² also noted that the ineffectiveness of the extension workers in Kenya was due to over-emphasis on the maintenance of the already

1. Ascroft S. et al: "Does extension create poverty in Kenya? I.D.S. paper.
2. Roling M. and Chege F. "A Tetu extension management pilot project". I.D.S. paper.

adopted innovations on big farms at the neglect of introducing innovations on small farms. Such lopsided extension services which discriminate against the peasant farmers tends to make them feel that agricultural innovations can only be acquired by the educated and the large scale farmers and that such innovations are beyond their own reach. This has to a large extent alienated the peasant farmers from the extension workers and hence distrusted the extension worker-client relationship. This situation is further accenuated by the Kenya's education system which according to Mbithi¹ tends to produce change agents with little empathy with the small farmer and his problems and needs and who are often members of the emerging rural elite, who interact more often with their counter-part rural elites like the politicians, school teachers, progressive farmers etc.

Extension worker-client relationship has also been influenced to a very large extent by the extension workers lack of communicating skills. Ascroft and Roling² have noted that the average extension agent in Kenya is well trained in technical skills, but knows nothing about communicating ideas to the farmers. They cannot create a motivation for farmers to adopt or an optimal learning environment. They simply pass the message. Furthermore Mbithi³ has also pointed out that

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1. Mbithi P.M. "Innovation in rural development" I.D.S. paper, P. 13.
 2. Ascroft J. and Roling N. cited in *ibid.* p. 13.
 3. Mbithi P.M. "Innovation in rural ----" *op cit* p.13.

extension workers' approach to the rural people has been that of a teacher-school children and with paternalistic arrogance which tends to alienate farmers from change agents and reduce their effectiveness in communicating.

There is also plenty of literature which indicates that extension workers identification with their agencies and clients does influence extension worker-client relationship. Just to sight a few, Gans (1962)¹ investigation of Italian-American urban villagers in Boston attributed the breakdown in communication between social workers and their clients to the bureaucratic orientation of the change agents as well as to change agents lack of empathy with their clients, which consequently led to failure in changing the clients behaviour. Preiss (1954)² studied role conflict among extension agents and concluded that their success was associated with a disregard for the expectations of the extension service bureaucracy in favour of their clients' expectations. Such a relationship was attributed to the fact that client-oriented change agents were more likely to be feedback minded, to have close report and high credibility in the eyes of their clients and to base their programmes of change on their clients needs.

Most of these studies can best be summarized by Simon (1965)³ who described the effect of identification

1. Gans H.J. cited in Rogers E.M. and Shoemaker F.F. "Communication of Innovations, a cross cultural Approach". 2nd Edition, the Free Press: New York 1971.

2. Preiss cited in *ibid*.

3. Simon H.A. "Administrative Behaviour" The Free Press, New York Collier-Blackmillan Ltd. London 1965.

with an organization as;

"The principal undesirable effect of identification is that it prevents the organized individual from making correct decisions in cases where the restricted area of value with which he identifies himself must be weighed against another value outside that area ---- if identification is highly useful in depersonalising choice within an organization and enforcing social responsibility, it may be equally harmful if it colours and disorients the decisions that precede the establishment of the organization structure itself ---- prejudice is bound to enter if the judgement is warped by his identification. Hence the personal loyalty to organization value which is generally so useful an aspect of behaviour in an organization may be correspondingly harmful when encountered in the fields of invention and promotion ----".

The above clearly indicates that identification with either the agency or the clients systems is bound to influence extension worker-client relationship, in that the extension ^{workers} who over-identify with their agency might result in communication breakdown with their clients, make incorrect decisions in cases where the situation must be weighed against their clients' values etc. whereas those who are client-oriented are likely to be feedback minded, to have a close report and high credibility in the eyes of their clients and consequently enjoy a good relationship with their clients which is essential for an effective transfer of technology.

It has also been pointed out that the change agencies themselves have centralized planning and programmes tailored with set targets which tend to reduce both the change agents ability to identify real farmers priority and to adopt the programmes to local conditions thus not only alienating them from the

community but also such centrally planned programmes were found to have low credibility especially in the pastoral and semi-pastoral areas¹ what Rogers² has pointed out and which also seems to be quite applicable in Kenya, is that farmers needs for research are seldom communicated upto the agricultural scientists due to the fact that most of the change agencies communication systems are largely downward oriented and also being characterized by ineffective vertical communication along hierarchial lines, consequently discouraging feedback from the operational level and forcing those at the top to make decisions with less than full knowledge of the situations. In addition to this, it has also been found that some of the research stations are normally self-contained institutions which have little ties with the extension services except on consultation forms³ and their communication systems tends to be more downward oriented. This means that the extension workers are just directed to pass the research findings to the farmers with very little feedback mechanism either through their own agencies or the research stations. In otherwards extension workers in Kenya mostly acts as the link between the research stations and the agencies to the farmers and less as the link between the farmers to the research stations and the agencies. Such one sided communication

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1. Mbithi P.M. "Innovations in rural development" *ibid* p. 12.
 2. Rogers E.M. "Modernization among peasants: The impact of communication 1969.
 3. Mbithi P.M. "Issues ----", *op cit*, p. 14.

system has doubtless increased extension workers low credibility for in many cases farmers tend to feel that the extension workers do not present their complaints or problems to those concerned and also leaves very little room for the innovations being improved to fit special problems of each particular area and especially for the local small scale farming community. And especially when we bear in mind that some of these innovations are inappropriate and unapplicable to the peasant farmers who have a strong food subsistence acreage and small labour intensive farms while most of these innovations tends to emphasise on cash crop and capital intensive methods most appropriate for large scale farming.¹ Consequently most of them have failed when adopted especially by the peasant farmers. This has also not only contributed low credibility to the extension workers but has also led to further reinforcement of negative attitudes towards new ideas or innovations in farming.

In connection with the change agencies, Roling and Chage² have also noted that they had less systematic and planned allocation of extension workers time due to lack of sufficient knowledge about farmers and farm problems. They also frequently transferred the extension workers and lacked a mechanism for "handing over". Furthermore they also lacked information

1. Ibid p. 15.

2. Roling N. and Chage F. op cit, pp. 1-2.

on extension performance which consequently makes systematic farm improvements impossible. Similar coordination between the agencies' training centres, credit provisions, supply provision and marketing divisions were pointed to be rather ineffective. It is also noted that cooperative relationships are seldom found between agricultural agencies, community development, health, public education etc. even though all these organizations are trying to assist the same client to achieve a higher level of living, they also often compete with one another.¹

It can then be seen that poor coordination even within the agencies' own departments or divisions such as their training centres, credit and supply provision, marketing divisions etc. leads to consequences such as delays in supplying equipments, farm inputs like seeds, fertilizers etc. which further contributes low credibility to extension workers and jeopardizes their relationships with farmers in some instances it might even result in low adoption rates of innovations, for example, Mbithi and Wisner² noted that one of the major factors of low adoption rate of Katumani hybrid maize is the low effectiveness of seed bulking and seed distribution. Similarly lack of coordination between the agencies leads to different extension services competing and in some occasions

1. Rogers E.M. op cit.

2. Mbithi P.M. and Wisner B. "Drought and Famine in Kenya: Magnitude and Attempted Solutions" p. 30.

giving conflicting advices which leaves the farmers puzzled at what to do or whom to follow. While some practices like frequent transfers of extension workers does not allow them enough period to know their areas properly and to establish sound relationship with the farmers.

Other equally important but "localized" factors influencing extension worker-client relationship includes the land potential capacity of the Machakos district. Studies and statistics¹ indicates that the district is experiencing population pressure in relation to its resource potentials, consequently employment opportunities outside the district have become more attractive than those in the district. This has thus resulted in high labour migration, the proportion among the able-bodied males between 15-45 years of age and the educated being undoubtable much higher for various studies in Kenya show that able bodied male absenteeism from rural areas of up to about 65% of the male population.²

Such a selective labour migration has left agriculture and the district as a whole mostly in the hands of women, the aged and the lesser educated people. This implies that to a large extent, the extension workers are dealing with farmers who are often disclined to change or who do not command enough

1. "Kenya population census" 1969 vol.1. statistical division, Ministry of Finance and Economic Planning: Nov. 1970, Mbithi P.M. "A Development Approach to Draught and Famine in Kenya" University of Nairobi 1974, pp. 1-2.

2. Mbithi P.M. "Rural sociology and its application to rural development in Kenya" 1974 p. 116.

labour, skill and capital which are necessary for most of the innovations. Furthermore many of the farms are left under the wives who have less authority in farm decision making. Such selection migration further implies an increased disparity in certain attributes such as social status, age, level of education, sex (most of the extension workers currently being men) etc. between the extension workers and the farmers which as we earlier on noted that homophily was an important determinant of extension worker-client relationship.

The type of farm technology being pushed in some parts of the district is another 'local' factor influencing extension worker-client relationship. According to Mbithi¹ development in the dry areas of Kenya (most of Machakos district and some of the areas of our study being in the dry marginal zone) has a weak agricultural base because Kenyas agricultural development strategy has a skewed concentration of technology in high and middle potential farming areas due to lack of support by the planners, economists and agricultural research stations, who have failed to appreciate that there exists dry farming technology which is most appropriate for the marginal dry areas. Such dry land farming technology as; small scale irrigation, grazing schemes, introduction of dry land cash crops such as maize, mexican 142 beans, cassava, pigeon peas etc. such dry farming technology have proved

1. Mbithi P.M. "A development Approach ----" op cit, p. 19.

very successful in countries like Mexico, Australia etc. on mostly large scale farming and Israel, Southern Italy etc. mostly on small scale farming and which has made these countries to make major break-through in agriculture.

Hence we find that lack of dry land extension technology for these areas coupled with the present importation of intensive wet land farming practices such as fencing, heavy mineral fertilizer use and the spread of high and medium potential agricultural land crops has doubtless not only increased the risk of crop failure in these dry areas, but has also contributed low credibility on extension service. For when these wet land farming practices and crops fail, farmers are likely to think that they have been wrongly advised by the extension workers. This does tend to constrain the extension workers relationship with the farmers, especially when we consider the heavy costs which might have been incurred by the farmers. This also tends to reduce their future desires to adopt other innovations.

Social values and norms have also been indicated to be an influential factor. For example, Mbithi¹ noted that farming taboos are firmly entrenched in dry marginal lands than in more fluid high potential areas. These are indigenous agricultural practices

1. Mbithi P.M. "Innovations in Rural ----" op cit, p.

such as religious rituals for seed selection, timing, of planting, seed bed preparation, weeding, pest eradication, harvest and storage. They are also interwoven into sex taboos and role specialization age dominance taboos. In some parts of Machakos district, some of these taboos and practices are still observed. For example broadly speaking, it is the duty of men to clear and break the ground while women plant, do the weeding and other domestic chores. It is also mostly the duty of men especially the boys to look after livestock while women are responsible for milking them. There are also some crops like sweet potatoes, cassava etc. which are mostly planted, harvested etc. by the women. While in some places there are still some farming beliefs like; it is believed that to cut or fall trees during some seasons is associated with poor harvest in ones fields. Similarly certain rituals or omens are believed to cause high yields, reduce probability of crop failure or reduce attack of stored grain by weevils. And as Mbithi¹ has pointed out, that new ideas are not sown in neutral ground or farmers do not live in a technological vacuum but have prescribed behaviour for all operations and in some cases deviance might evoke some sort of social control. In other cases these indigenous definitions of the necessary operations for a successful crop, covers the range of all possibilities and technical recommendations

1. Ibid

are often second best alternatives.

This means that extension approaches not only challenges some of these practices but also threatens the social order of the society. Failure of extension workers to recognize that social values, norms and farming taboos are very important and decisive factors in the adoption of innovations, and as we noted that most of the extension workers are not well equipped with communicating skills, these have led them to use unconvincing methods to counter these social values and norms. In some instances, they have unduly challenged them which has consequently led them to conflict with the farmers and especially the traditional leaders who are more often tradition keepers; hence not only deteriorating their relationship with the farmers, but also leading to non-adoption of innovations.

At this point we shall briefly examine the extension history of Ministry of Agriculture and community development division of Ministry of Cooperatives and Social Services in Machakos district not only because we consider their history as an important factor influencing the present relationships of extension workers and their clients but also we hope it will serve as a background information of the extension services and workers we are dealing with in our study.

In the side of agriculture, John C. de Wilde¹ notes that Machakoa district has long posed serious problems to those concerned with the development of agriculture and animal husbandry. The district has also been characterized by periodic droughts and food shortage, by serious soil erosion caused by overstocking and overgrazing and by extensive methods of agriculture which appear incompatible with the comparatively severe population pressure on available land. Infact the district is generally regarded as the classic example of both devastation that can be caused by soil erosion and the rapidity with which badly eroded land can be rehabilitated with proper measures.

Government efforts during both the colonial period and after independence have focused with varying degrees of emphasis and at different times on; i) soil concervation and water supply, ii) better methods of crop husbandry, iii) introduction of cash crops iv) resettlement, v) control of grazing and improvement in animal husbandry.

The colonial extension efforts began as early as the thirties and reached their peak in the middle fifties. Considerable terracing, grass planting and the use of manure was carried out between 1937 and 1944. However the deterioration had not been arrested and famine became increasingly frequent with the worst

1. John C. de Wilde et al "Experience with Agricultural development in Tropical Africa" Vol. II Baltimore, Maryland: 1967.

famine in 1943 and 1944, which even necessitated relief feeding on a large scale. In 1938 the government made an abortive attempt to destock the district by compulsory rules. In fact this caused the Akamba to distrust many other government plans and reports circulated that the newly rehabilitated land would be turned over to the Europeans, with a large number of the Akamba being forced to work on the European farms. Other rumours said that some of the cattle would be eliminated by vaccinating them with poison. In the course of our study, one animal health assistant pointed out that one of his major problems he had with his clients, was that they still preferred "local treatment" (traditional) to vaccines not only because they believed it was more effective but also because they feared that the vaccine would kill their cattle. Such low credibility on cattle vaccination might be partly as a result of deep rooted beliefs based on such rumours. Again in 1946 another attempt to introduce a mechanical soil conservation unit into the district met a negative popular resistance to the extent of people throwing themselves in front of tractors to prevent them from working.¹

In 1950's the whole programme involved a quite extraordinary mobilization of human resources and government direction and use of force. A lot of staff were trained in the technical rudiments of soil

1. Ibid.

conservation and for some time, a considerable progress was made in soil conservation. However the same techniques and staff proved to be much less equipped to deal with the improvement of agriculture which required patient, persuasion and proper identification of farmers' problems and needs. For most of the staff were trained in hardly anything but soil conservation work.¹ Even to day some of the agricultural extension workers interviewed conceived their work as mostly that of soil conservation especially those who had worked as far back as beyond 1950's. And also many farmers referred to them as terrace surveyors.

In the early 1960's with the advent of independence, the colonial government relaxed the pressure which consequently had an adverse effect on the little success that had already been achieved by coercion. It was not until mid 60's when some of the farmers began to realize that they could only develop with greater reliance on self-initiative.

However even now the agricultural extension service in the district has not been effective enough. For example Mbithi and Wisner² have noted that one of the major factors of low adoption rate of Katumani hybrid maize is that in the high and medium potential zones, many farmers did not know much about Katumani and that some of those who knew something

1. Ibid.

2. Mbithi P.M. and Wisner B. "Drought ----" op cit p. 30.

about it, felt that Katumani is worse than the local maize and also they did not know whether Katumani did resist diseases better than the local maize. Such low opinion on Katumani maize was partly attributed to the fact that it was recommended to the farmers on the basis that it yields better than local maize under conditions of 8" to 12" rainfall. But the extension workers did not inform farmers that this performance is only true under optimal husbandry conditions, while farmers rarely use optimal husbandry practices such as 100% fertilizing, early planting, 100% weeding etc. hence the farmers found the Katumani growing to about 2-3ft high, turning yellow and purple and producing 1" cob with or without any grain. Doubtless such blunders like this one contributes low credibility to the extension workers. It has also been found that the choices of the people to whom farmers go for consultation even on very technical matters such as agricultural practices showed a strong bias away from agricultural officials.¹

In summary we can note that the history of agricultural extension in Machakos district apart from not introducing appropriate and attractive cash crops in most parts of the district, its techniques of approaching the farmers has been that of directing and forcing the people to do what it wanted, in other words they have tended to be more authoritarian in approach. Furthermore in some instances, the extension

1. Mbithi P.M. "Self-help as a strategy for rural development: A case study" Development of Rural Economy, Makerere University, Kampala 1970.

workers have not been advising the farmers on the desired or the proper ways or doing things. For example, on the needed or the correct combination of inputs of some of the innovations such as in the Katumani case, consequently this has led to failure or very poor results of the innovations. Hence some of the extension workers are perceived by farmers to be of low credibility which thus tends to constrain their relationships with the farmers.

The early history of community development, that is up to about 1950's in Machakos district is not much distinguished from that of agriculture and other ministries or departments especially in its functions and staff. Infact community development programmes were not regarded as the responsibility of any one department.¹ Its functions ran from those of soil conservation, health, planting of crops, veterinary, home economics, adult education, advocacy of use of the co-operative associations, rehabilitation of mau mau detainees to nearly all other spheres related to social welfare of the people. Furthermore in Machakos district it remained to be under the provincial administration, with a district officer being incharge of community development until around 1958 when it got its first community development officer.

1. Annual report of the Ministry of Community Development government printers, 1950.

However its approach in dealing with the people was quite different from that of agriculture though in some few cases it did use force. In most cases it followed the principles of convincing and persuading the people and making them to be fully aware of the reasons for their activities. For example in one of its campaigns in 1950, they first called a baraza who's main theme was that "we are here as your servants; you employ us you must therefore trust us: this is how we can best help".¹

This was the time the district was very badly eroded and there had been imposition of compulsory sales of livestock and soil conservation in the district.

However inspite of these circumstances the scheme was a success mainly because community development had convinced and persuaded the people on its usefulness.

The scheme also resulted in having an indigenous title of Myethya, the traditional voluntary work group.²

Although we should note that this was also part of the strategy of counter-subversion against the mau mau movement in the district. Nevertheless, the idea of

community development proved very popular and was taken with enthusiasm by many people and the district was in the forefront for many years. During 1957 most of the community development officers prior to posting to the districts had to visit Machakos in order to gain an insight into the methods employed.³

1. Ibid.

2. Askwith T.G. "Progress through self-help" Eagle Press. Nairobi, 1960.

3. Annual report of Community Development, government printers, 1957.

The advent of independence gave a tremendous impetus to community development for the people began to fully accept that the solutions to a wide range of community problems lay in their own hands. Selfhelp and the national spirit of "harambee" became synonymous with community development. It should also be noted that although most of the policy matters come from the Ministry of Co-operatives and social services, the local authorities are responsible for the salaries of the community development assistants.

From the above brief history of community development extension in Machakos, we can note that unlike the agricultural extension which used to direct and force the farmers or just pass the message, community development in most cases insisted on persuading, convincing the people and also involving the local people in planning and implementing their projects. Though this point should not be over-emphasised because the CDAS are so few in the district compared to the agricultural extension workers that they are in no position to supervise projects more closely hence they are impelled to use a strategy aimed at local participation and involvement. Another important difference is that unlike agricultural extension, community development has been utilizing and mobilizing the traditionally instituted structures such as cooperative work groups like myethya, clans, age-groups etc. which adds more vigour and spirit in its activities

or projects. The success of community development extension service in Machakos can best be realized through the harambee self-help projects they guide.

This implies that community development assistants have enjoyed a relatively good relationship with the people mainly because their approach of persuading and convincing the people and involving them in planning and implementing their projects and also their realization of the usefulness of utilizing traditionally instituted structures like cooperative work groups in mobilizing the people is much plausible and credible in the eyes of most of the people.

From the above discussion of some of the pragmatic issues of the change environment which influences the relationship of the extension workers and their clients, we can abstract or identify the following major concepts as being important factors influencing extension worker-client relationship, though they must be viewed as being much ^{interconnected} interested in a complex way.

1. The communicating techniques; this includes the language or media (specifically mass media) used in disseminating the technology, the communicating skills and methods of approach used by the extension workers including their past historical approach.
2. Homophily; which includes the personal characteristics or attributes of the extension workers such as; their social status, level of education, level of training, age, sex, selectivity of rural-urban migration

which tends to increase the disparity in personal attributes or characteristics between extension workers and their clients etc.

3. Identification; that is extension workers degree of identification or orientation towards their agencies and clients.

4. Organizational; such as research stations and more particularly the change agencies degree of centralization of programmes, plans and also policies such as rate of transferring the extension workers. Their communication systems and degree of coordination within the agency and with other agencies, ration of extension workers to; their clients, geographical area, and work activities etc.

5. Socio-Cultural values and structures; like farming taboos, traditionally instituted structures like cooperative work groups.

6. Technology; the appropriateness of the technology interms of ecology, target group that is whether for small farmers or large scale-farmers and the manner in which the technology is being applied that is how the extension workers advice the farmers to apply it.

These six concepts though not exhaustive can be considered as some of the most important factors that determine the extension workers degree of credibility, empathy, persuasion ability and work performance all of which are a strong determinant of extension worker-client relationship and hence their effectiveness as agents of change.

However due to limitations of time and money, this study aims at finding out how some of the critical variables related to homophily, identification and organizational concepts influence extension workers credibility, empathy, persuasion ability and work performance and consequently the extension worker-client relationship.

SECTION II

THEORETICAL FRAME OF REFERENCE:

There is no any single theoretical model which can help us to clearly understand how homophily, identification and organizational factors can influence the extension workers relationship with their clients and also give us some of the critical variables related to these concepts. So for a greater advantage and better analytical scope, this study combines or synthesises two major theoretical models that is identification and organizational theories as our theoretical frame of reference.

INDIVIDUAL IDENTIFICATION APPROACH:

March and Simon (1958)¹ indicated that there are four principal available targets for individuals identification in an organization.

1. Organizations or systems external to the focal organization which they termed "Extra-Organizational" identification.

1. March J.G. and Simon H.A. "Organizations" New York: John Wiley and Sons Inc, 1958.

2. The focal organization itself "Organizational" identification.

3. The work activities involved in the job "task" identification.

4. Sub-groups within the focal organization that is "Sub-Group" identification.

For the purpose of this study, we shall be examining or concentrating on the first two targets of identification, that is, extra-organizational identification which in our case will be extension workers identification with the client system and organizational identification which will be extension workers identification with their agency or departments. The possible existence of extension workers identification or orientations towards their agency and clients is also evident even from the very definition of a change agent itself. Rogers and Shoemaker (1971)¹ have defined a change agent as a "professional who influences innovation decisions in a direction deemed desirable by a change agency." This definition emphasizes, the change agents function as a link between two social systems; his agency and that of the clients. They have also pointed out that it is due to this liaison position between two social systems with conflicting norms and values that change agents experience role conflict. Over identification with either system

1. Rogers E.M. and Shoemaker F.F. "Communication of innovations ----" op cit.

jeopardising their relationship with the other group. In other words, the liaison position of the extension workers is prone to produce some extension workers who will identify themselves with their agency and others who would identify themselves with their clients or it would at least mean that they will identify themselves with both systems at varying degrees.

There are many factors which influence an individual to identify himself with an organization or a group. According to March and Simon¹ an individual identification is affected or influenced by variables like; duration in the group - the longer the duration, the stronger the identification; homogeneity of personal attributes with other members - the greater the degree of homogeneity the stronger the identification; interaction - individuals being likely to identify with the group in which he has considerable interaction than the one in which interaction is limited; degree of exposure in a community or length of residence in it - the greater the length of residence in a community the greater the individuals identification with it; mobility - the higher or the greater the vertical mobility in the group, the greater the degree of identification; Also an individual identifies himself with the group that he perceives as accepting him than one he perceives as rejecting him: furthermore the

1. March J.G. and Simon H.A. "Organizations" *ibid.*

individuals degrees of satisfaction and frustration of personal goals in the group will also determine his degree of identification with it.

Erving Goffman (1959)¹ implied that the source of differential attachments is to be found in the social expectations and ends that actors bring to their involvement and the manner in which their experience of the group validates or denies these expectations or generates new ones. David Silverman² noted that differences in age, ability and expectations cause people to view their work in a different light and to vary in the extent to which they identify with a social system.

Simon (1965)³ pointed out that when an individual identifies himself with a group, he will always tend to evaluate the several alternatives of choice in terms of their consequences for the specific group when making decisions. From this it can also be implied that an extension worker who identified himself more with his agency will tend to make decisions in favour of his agency. On the other hand one who identifies himself with his clients will likewise tend to make decisions in favour of his clients. It can

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1. Goffman E. "The presentation of self in every day life". New York, 1959.
 2. David Silverman "The theory of organizations" New York, 1970.
 3. Simon H.A. "Administrative Behaviour" op cit.

also be argued that an individual who has internalized the values and norms of a group will tend to identify himself with it.

ORGANIZATIONAL APPROACH

Before we can discuss the theoretical aspects of this approach, it is necessary to make some assumptions on the nature of the Ministry of Agriculture and community development department of Ministry of Cooperatives and social services as organizations. Broadly speaking these ministries and departments are bureaucratic organizations because they indeed do exhibit most of the characteristics of bureaucratic organizations. And although there is a vast literature on this subject we shall only summarize those major bureaucratic characteristics and of service organizations given by Blan and Scott (1970)¹ in order to show that these government ministries and departments are bureaucratic organizations. These characteristics are;

- i) Decisions and actions are governed by universalistic standards.
- ii) Specificity of expertise and members deal with problems in a strictly limited areas.
- iii) Members have limited authority over their clients.
- iv) Members relationship with clients are characterized by effective neutrality.
- v) Appointment to a position is by technical qualifications rather than because of who

1. Blan P.M. and Scott R.W. "Formal Organizations: A cooperative Approach". The Camelot Press Ltd. London, 1970.

a member is or what connections he has. Career advancement being governed by objectives and explicit official criteria.

vi) Decisions must not be based on officials self interest, that is, it is not legitimate for officials to let their decisions as to what service to render be influenced by their self interests.

vii) Source of discipline is governed by hierarchy of authority.

Apparently it can be seen that most of these characteristics of service bureaucratic organizations are also practiced or used as the official guide by the government ministries or department. The extent to which they are followed by Ministry of Agriculture and community development department is not much of our subject in this study.

Chris Argyris¹ pointed out that a given organization structure by itself produces behavioural response. It has also been noted that an organizations structure including its degree of formalization of rules and procedure makes an important difference on how the organization and its members perform.² Formalization can also be seen as the technique in which organizations prescribe how, when and by whom tasks are to be performed. This specification can be rigid or loose or individual members can take them strictly or loosely. An individual can over-react,

1. Chris Argyris cited in David Silverman "The Theory of organization ----" op cit.

2. Richard H. Hall "Organizations, structure and Process" Prentice Hall Inc. Englewood Cliffs, New Jersey, 1972.

became slave to the rules, or can be dulled by overspecification of how he is to perform in the organization.

Many students of bureaucracy like Michel Crozier¹ have pointed out that the routine and oppressive aspects of bureaucracy have many negative elements which could be described as "vicious circle" that develops from the resistance of human factor to the mechanistic rationalistic behaviour which is being imposed on them. Merton (1957)² cautioned that, the discipline necessary for obtaining the standardized behaviour required in a bureaucratic organization will bring about a displacement of goals. Bureaucrats will show "ritualistic" attitude that will make them unable to adjust adequately to the problems they must solve.

Two major factors though not the only ones can be said to contribute or to be responsible for such bureaucratic behaviour, these are; the extent of the development of impersonalized rules, which delimits the functions of individuals within the organization and describing the behaviour to be followed in all possible events; the second one is the extent of centralization of decision-making, resulting in decisions being carried out by people without first

1. Michel Crozier "The Bureaucratic Phenomena" University of Chicago, 1964.

2. Merton R.M. "Social theory and social structure" New York, Free Press, 1957.

hand knowledge on the problems, while those on the field and who knows the problems do not have the power to solve the problems.

March and Simon¹ have also pointed out that bureaucratic organizations tend to encourage reduction in personalized relationships, increased internalization of rules and decreased search for alternatives in decision making, which when all combined increases the rigidity of behaviour of the members and that this rigidity of behaviour increases the amount of difficulty with clients and complicates the achievement of client satisfaction, a near universal organizational goal. Also Merton (1957)² notes that, in a bureaucracy, there is a strong tendency to use abstract rules and the norm of impersonality in dealing with clients hence the clients find a bureaucrat to be haughty, arrogant and harsh.

On the side of the organizations, Blau and Scott³ found that the bureaucratic oriented workers, come to identify with the particular organization, by which they are employed and its programmes and procedures and that they more more concerned with gaining the approval of administrative or supervisors inside the organization. They were also found to be "locals" in their orientation, that is, seeking

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1. March J.G. and Simon H.A. "Organizations" *ibid.*
 2. Merton P.M. "Social Theory ----" *op cit.*
 3. Blau and Scott "Formal Organizations ----" *op cit.*

cooperation, support and other social relationships within their organization.

When we consider these two theoretical models and the pragmatic issues we discussed in the former section, we can note that;

1. When extension workers over identify with the agency or they become bureaucratic oriented, they tend to develop ritualistic attitude which makes them unable to adjust adequately to the problems they must solve and also decreased search for alternatives in decision making and that bureaucratic orientation also limits the functions of extension workers by them following the described behaviour to be followed in all possible events. It also results in reduction of personalized relationships with clients.

Such a behaviour resulting from over-identification or bureaucratic orientation is also found to influence the relationship between extension workers and their clients in that the extension workers had difficulty in dealing with their clients, influences communication between the two and that clients tend to perceive them as haughty, arrogant and harsh. Hence such behaviour produces extension workers with low empathy, low credibility and non-persuading type for an ideal change agent has to be patient, persuasive, empathetic and credible to be able to properly identify the problems and needs of his clients and to effectively play his role as an agent of change.

2. The extension workers who are oriented or who identifies with their clients can be implied to enjoy a good relationship with their clients in that they tend to be feedback minded, disregard some of the expectations of their extension services bureaucracy infavour of their clients expectations, tend to base their programmes on their clients needs and they have more personalized relationships with their clients which consequently would mean that they would have close report, high credibility and empathetic in the eyes of their clients. Hence they would be perceived as being persuasive and more devoted to their work. But at the same time, it is realized that if the extension workers over identify themselves with their clients, there is also the danger of them sacrificing their departmental view point which is at least in theory bound up with such considerations as the national interest and the plan. Instead they became an advocate or even a broker on behalf of the local community.¹

3. We can also identify the following factors as being responsible for the different attachments or varying degrees of extension workers identification with their agencies and clients.

a) Personal subjective career elements: such as; reasons or motives for joining the extension work; their career expectations and aspirations, that is, the social expectations and the ends that they bring

1. Wallis M. "Training Problems in Community Development" I.D.S. working paper No.121, 1973, p. 7.

to their involvement and the way or the manner in which the agencies or the clients validates or denies these expectations or generates new ones; and their degree of satisfaction or frustrations in their jobs.

b) Personal objective career elements; like, their length of residence in the community, homogeneity of personal attributes with the clients, degree of interaction with the members of the agency and community (clients), their degree of vertical mobility in the agency and among the clients, level of formal education, training, length in the agency, level they operate, experience and ability.

c) Organizational; such as the degree of formalization of rules and procedures, development of impersonalized rules, centralization of decision making, communication systems, policies such as transferring the extension workers.

We also noted that factors such as those listed in (a) and (b) of point (3) above did influence the extension workers degree of credibility, empathy, persuasion ability, and their devotion to work as agents of change.

Hence this study aims at answering questions like: does the extension workers identification or orientation towards their agency and clients, their personal attributes or characteristics, and organizational factors influence their relationship with their clients and hence their effectiveness?

what personal attributes of the extension workers and organizational factors can be associated with various degrees of agency and client orientations or identification? by testing the following hypotheses:

1. That extension workers degree of identification with their agency is inversely related to;
 - a) The degree they identify with the clients.
 - b) Their credibility as perceived by the clients
 - c) Their empathy with clients
 - d) Their persuasive ability
 - e) Their perceived work performance by clients.
2. That extension workers degree of identification with their clients is positively related to;
 - a) Their credibility as perceived by clients
 - b) Their empathy with clients
 - c) Their persuasive ability
 - d) Their perceived work performance by clients.
3. That extension workers who exhibit a combination of high degrees of identification with both the agency and the clients are also likely to have high credibility, empathy, persuasive ability and work performance. While those who exhibit a combination of low degrees of identification with both the agency and clients are likely to be low in these variables.

In addition to testing the above hypotheses, information pertaining to extension workers personal attributes and some organizational factors are used in the analysis to determine how they relate to credibility, empathy, and both agency and client identifications.

CHAPTER III

METHODOLOGY

UNITS OF STUDY

As we have already stated, the aim of this study is to find out how extension workers role orientations, personal attributes and organizational factors influence their relationship with their clients interms of influencing their credibility, empathy, persuasion ability and work performance. Such a study necessitates a research design whereby the extension workers provide information about their personal attributes and organizational factors dealt with in our study. While the clients provide information on the extension workers credibility, empathy, persuasion, work performance and also extension workers client orientation.

This implies that our universe of study consists of two units of study; the individual extension worker as the major unit of study. These are the individual grassroot extension workers (those who work at the divisional level and below) in the crop and veterinary divisions of Ministry of Agriculture and the community development assistants of the community development department of Ministry of Cooperatives and Social Services. The secondary unit of study are the individual household heads and who are the clients of the above extension workers.

AREA OF STUDY¹

The study was carried out in Machakos district of Kenya. The district is situated between $38^{\circ} 30'E$ to $36^{\circ} 57'E$ and $0^{\circ} 50'S$ to $3^{\circ} 5'$ and covers an area of 14,156 sq. kilometers. It forms part of the Eastern Province of Kenya and is surrounded by Nairobi and Thika on the North-west, Kajiado district of the Rift Valley Province on the West, Taita district of Coast Province in the South, Kitui on the East and Embu on the North Districts of the Eastern Province as shown in map 1. The district is divided into six administrative divisions; Northern 654, Eastern 1115, Western 1203, Yatta 2748, Southern 6134, and Central 2272 sq. kilometers respectively.

Out of the total area of 14,156 sq. kilometers, only as little as more than 10% falls into the densely populated Kikuyu and star grass zones which have an annual rainfall of 30" or more. Within these two zones lie the four principal hill masses of the district which rise well over 6,000 ft; Iveti-Mitaboni, immediately north east of Machakos town; Mbooni and Kilungu south east of Machakos town and Kangundo-Matungulu, farther to the north of Machakos town.

1. This section to some extent is abstracted from John C. de Wilde et al "Experiences with Agricultural Development in Tropical Africa". Vol. II published for the international Bank for Reconstruction and Development, John Hopkins Press, Baltimore, Maryland 1967, pp. 84 - 86.

The soils of these ecological zones vary considerably but are generally deep and of fairly good structure. These are the zones which are capable of growing high-value cash crops such as coffee, fruits, vegetables and wattle bark trees.

Of immediate value for agriculture is the grass woodland zone which covers only a little more than one-third of the area of the two zones mentioned above. Rainfall average about 25" to 30" per years and is usually not sufficient for more than one crop per year. Soils tend to be rather poor and easily eroded.

The rest of the district about 85% falls into the acacia-combretum and acacia-commiphora zones. These are the lower drier areas of the district, most of which normally gets a rainfall of less than 20" per year. Sisal and Cotton are the only viable cash crops grown widely in this zone. Basically these drier areas of the district are used for ranching although tse-tse fly infestation and lack of water makes grazing impossible in many areas.

In summary we can divide the district into three major geographical zones as shown in map 2.

a) High potential zone: A fairly small area about 10% of the district which is densely populated and of the greatest agricultural importance in the district.

b) Medium potential zone: This is the smallest zone about 5% of the total area of the district. During some of its good seasons, it may be as productive (harvests) as that of the high potential zone. However, because the rains are normally not sufficient, for more than one crop per year, and tends to be rather erratic, they have thus limited the range of the high potential cash crops. Furthermore the zone is also less populated than the high potential zone.

c) Low potential zone: This forms the rest of the district, that is, about 85% of the total area of the district. This zone is relatively of less agricultural utility at present and also less populated than the other two zones.

SAMPLING

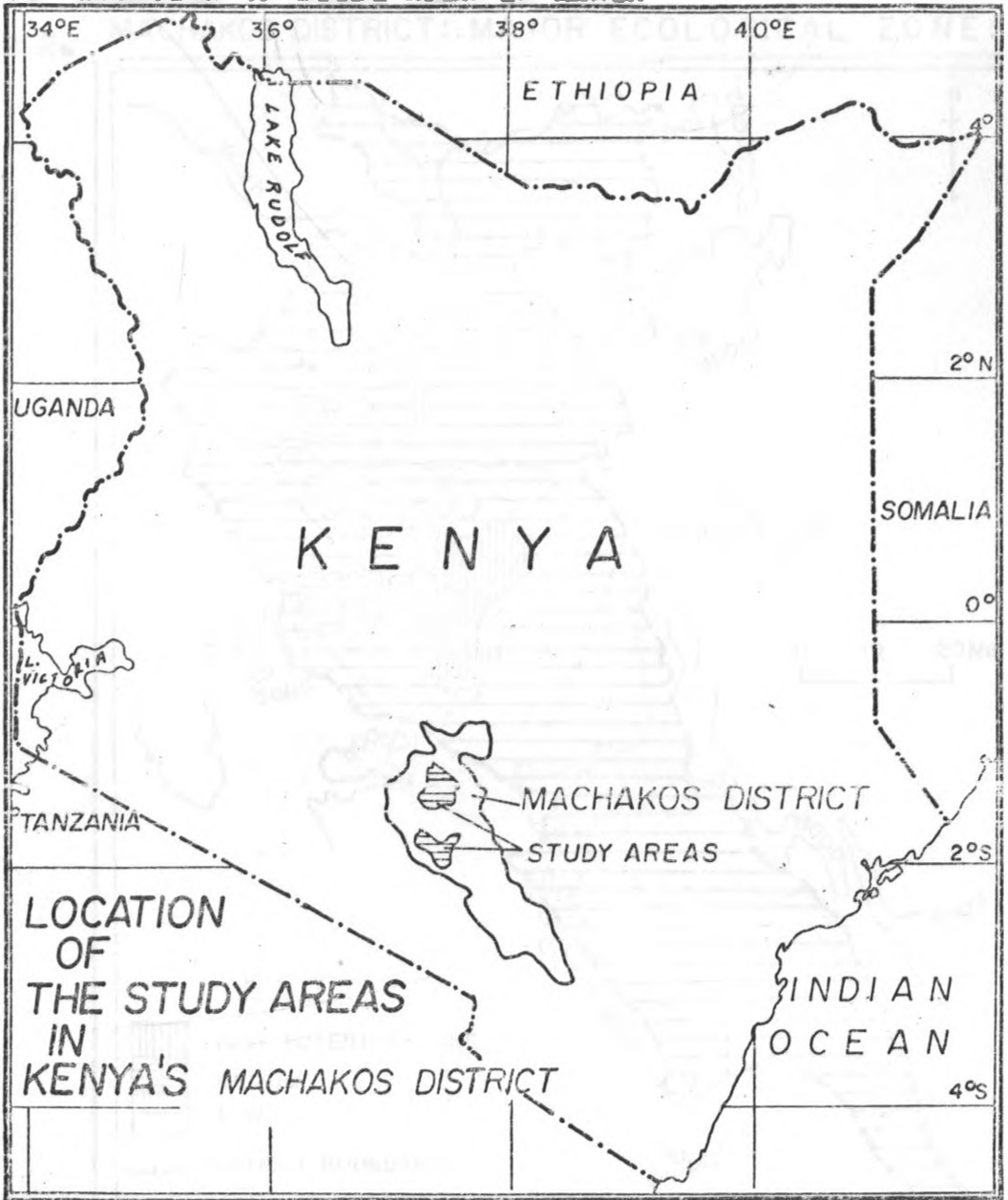
As we have seen from above, Machakos district is quite large and of diverse geographical zones. This means that it is expensive and time consuming to randomly sample the extension workers from the district level, because the chances are that they will be distributed or scattered all over the district. Hence we decided to employ a purposive sampling technique which would also ensure that the three major geographical zones are included or represented in our study. We decided to select two administrative divisions out of the six in the district and which you can find the three major geographical zones.

The two divisions selected are the Northern and Western divisions of Machakos district. In Northern division most of Kangundo and Matungulu locations falls under the high potential zone while the remaining Mwala and Mbiuni locations falls under both medium and low potential zones. In Western division, some parts of Kilungu and Mukaa locations falls under the high potential zone while their remaining areas and Kalama and Ukia locations falls under the medium and low potential zones of the district, as can be noted in map 3 in relation to map 2.

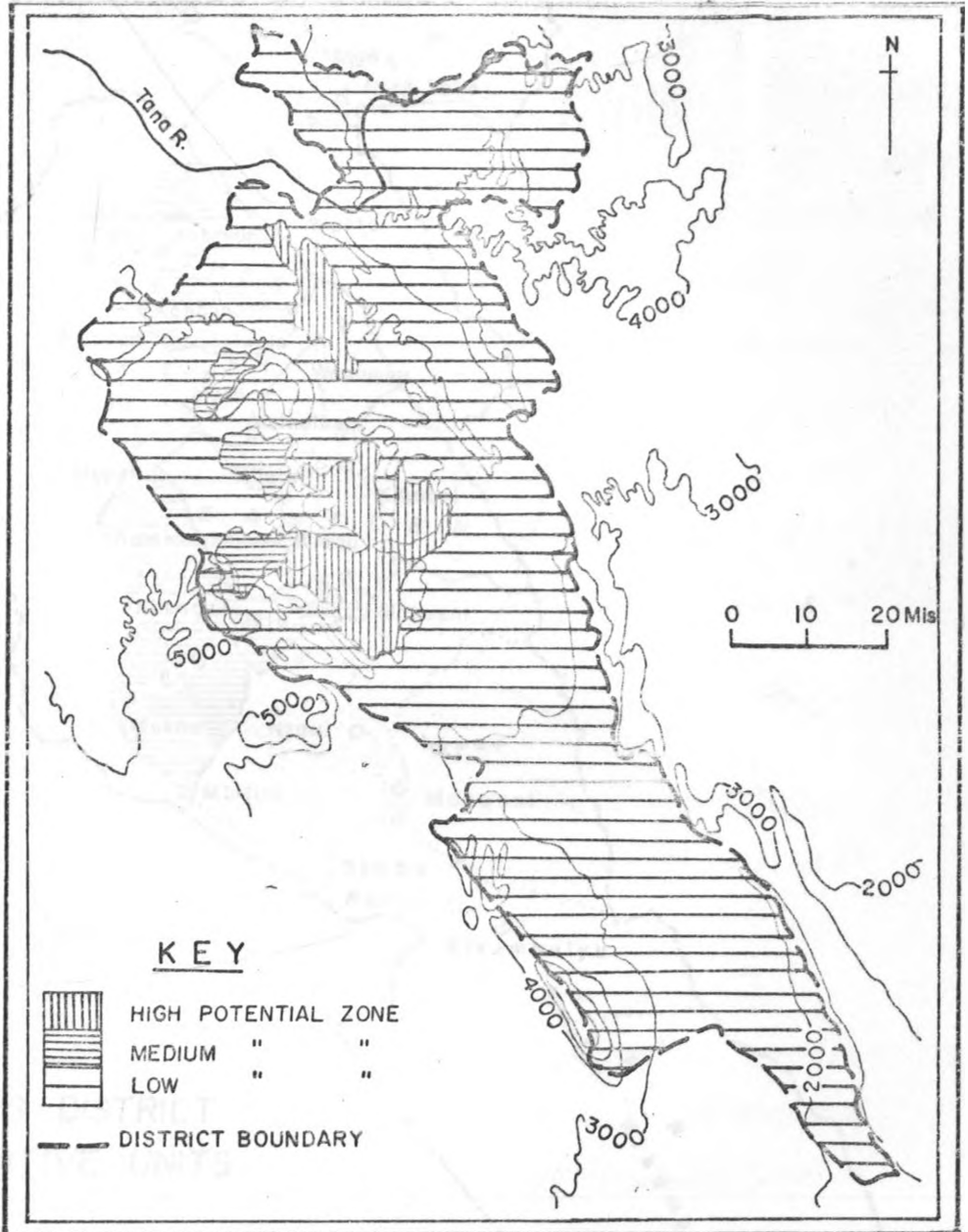
After the selection of these two divisions, we aimed at 100% sample, that is, of all the extension workers working in these two divisions due to the small number of the extension workers expected to be working in a division. However 75 out of the 84 extension workers in the two divisions were interviewed this representing 89.3% of all the extension workers. The remaining 9 or 10.7% were not available because they were either attending training courses or on leave.

For our secondary unit of study, that is, the household heads, a random sample of 179 households in northern division and 161 households in western division were interviewed making a sample total of 340 household heads for our study.

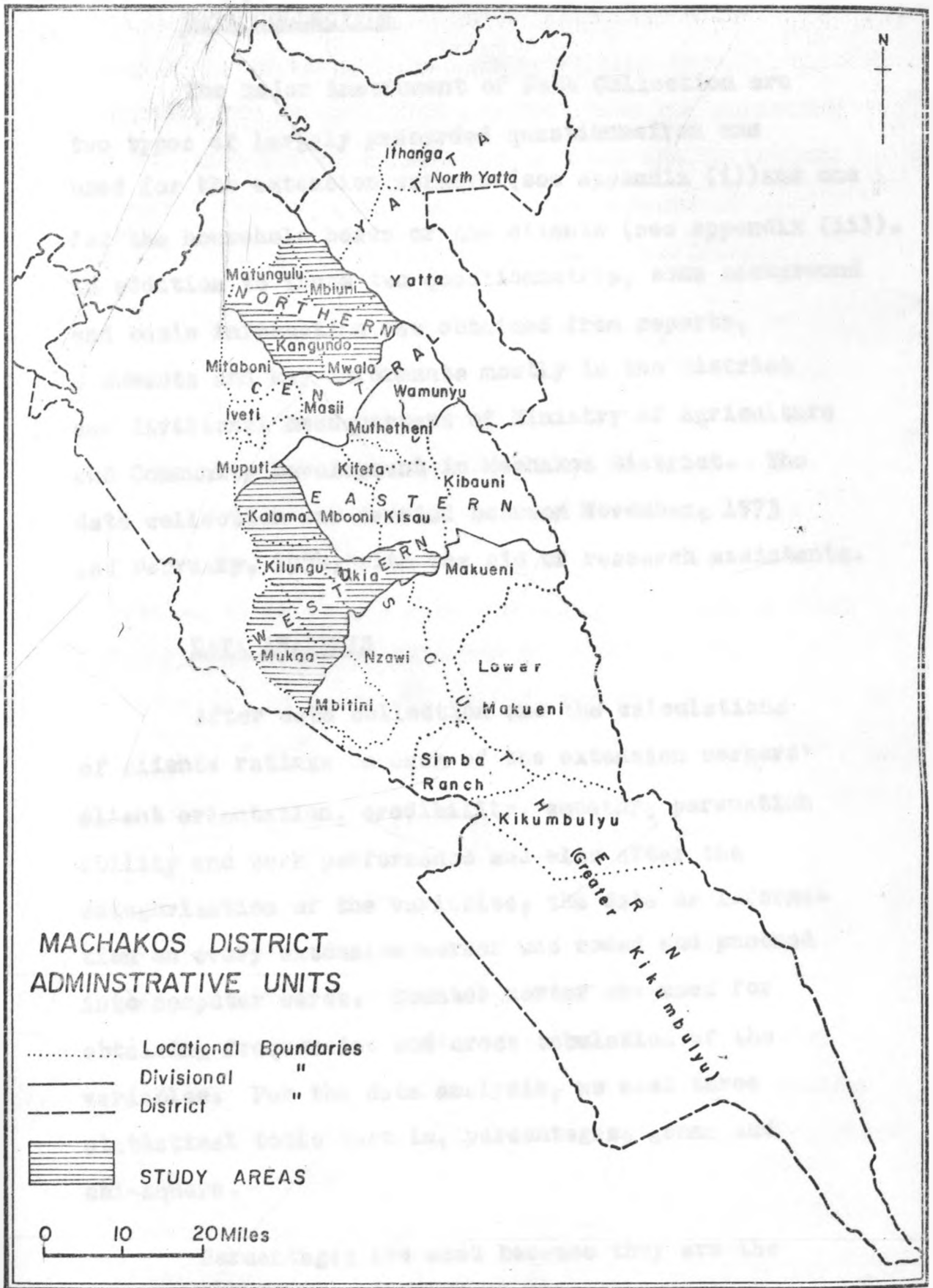
MAP 1: LOCATION OF STUDY AREA IN KENYA



MAP 2. MACHAKOS DISTRICT: MAJOR ECOLOGICAL ZONES



MAP 3. LOCATION OF STUDY AREA IN MACHAKOS DISTRICT.



DATA COLLECTION

The major instrument of Data Collection are two types of largely precoded questionnaires one used for the extension workers (see appendix (i)) and one for the household heads or the clients (see appendix (ii)). In addition to these two questionnaires, some background and basic information was obtained from reports, documents and key informants mostly in the district and divisional headquarters of Ministry of Agriculture and Community Development in Machakos District. The data collection was carried between November, 1973 and February, 1974; with the aid of research assistants.

DATA ANALYSIS

After data collection and the calculations of clients ratings on each of the extension workers' client orientation, credibility, empathy, persuasion ability and work performance and also after the categorization of the variables, the data or information on every extension worker was coded and punched into computer cards. Counter sorter was used for obtaining frequencies and cross tabulation of the variables. For the data analysis, we used three statistical tools that is, percentages, gamma and chi-square.

Percentages are used because they are the most intelligible ways of describing differences

between groups or categories in that they allow comparability among them. However, they have shortcomings in that they can not prove the existence of relationship or correlation between the variables. For that reason, gamma is used as a measure of correlation or association between the variables.

Gamma is a measure of rank order which is easy to compute and does not lose much information. This measure gives an extreme correlation or corner correlation. This means that if corner correlation exists, the two variables are highly associated at their extremes. Thus gamma indicates how much more probable it is to get a like order or concordant pairs than unlike order or discordant pairs¹ for the computation of gamma the method used is;

$$r = \frac{s-d}{s+d}$$

Where: S = Sum of the concordant pairs
d = Sum of discordant pairs.

It is also easy to interpret in that the numerical value of gamma represents the degree of association, while the sign represents the association as predominantly negative or positive. A positive sign indicates that the variables increase together, whereas a negative sign indicates, that as one variable increases the other decreases.²

1. Mbithi P.M. "Social Differentiation and Agricultural Development in East Africa" Ph.D Thesis, 1971 p.49.

2. Mueller J.H. et al "Statistical reasoning in Sociology" Second Edition 1970 p.288.

In other words a positive sign indicates that the variables are positively correlated while a negative one indicates that they are inversely related. However a low gamma or a gamma of zero does not necessarily mean that there is no relationship whatever between the variables as the pattern of correlation may be other than corner correlation or the relationship might have changed in the midstream. This requires a careful scrutiny of relationships with low gamma in the analysis.

The third measure used in the analysis is chi-square. This was calculated from the same data and the level of significance was read from the table. Although a chi-square test is used to assess statistical independence, it may be used to show association by showing that statistical independence does not apply. A chi-square is a non-parametric measure as is the gamma, which is to say that no assumptions need be made as the measures defining the scope of the distribution from which the sample is taken. It is easy to calculate and the only rule that need be observed is that the cases be independent of each other. Therefore, if the value of chi square attains an acceptable confidence level, then because it is a more crude measure than gamma, it is assumed the value of gamma for the same data was significantly different from zero.¹

1. Mbithi P.M. op cit, p. 50.

OPERATIONAL DEFINITIONS AND MEASUREMENT
OF VARIABLES.

INDEPENDENT VARIABLES:

a) BUREAUCRATIC ORIENTATION

We define bureaucratic orientation as the attitudinal degree or extent in which extension workers exhibit bureaucratic behaviour or tendencies such as rigid adherence to rules and regulations of the agency regardless of their consequences. This includes impersonalization of relationships with clients, delimitation of functions outside the formally described behaviour or functions, evaluation of decisions in favour of the agency. We should also note that bureaucratic orientation is used interchangeably with identification with agency.

A variety of series of items relating to such bureaucratic tendencies (see appendix questions number 16-18) was administered to the extension workers to react on them in terms of the extent to which they agreed or disagreed with them and in others on the extent to which they practiced them. Furthermore some practical situations which infer bureaucratic or non-bureaucratic behaviour were also included for them to indicate which alternative choices they usually took or they would have taken.

For most of these questions, a likert-type of scale was constructed which included five categories

for responses such as; strongly agree, agree, undecided, disagree, strongly disagree or; a very great deal, quite a bit, some, not much, and hardly any at all. For the statements which indicate bureaucratic behaviour, the weights given to these five categories are 4, 3, 2, 1, 0. While those which indicate non-bureaucratic behaviour are given 0, 1, 2, 3, 4. Thus agreement with bureaucratic behaviour and disagreement with non-bureaucratic behaviour is treated as equivalent. During the pre-testing of the questionnaires, the responses were analysed to determine which of the items discriminate most clearly between the high scores and the low scores. Items to which high scorers and low scorers responded similarly were eliminated to ensure that the questionnaire was internally consistent.

The numerical summation of the scores of the individual's responses to all the separate items gave each extension worker his or her total score which was interpreted as indicating the extent to which he exhibited bureaucratic behaviour. The higher the score the relatively higher the extension worker was conceived as being bureaucratic oriented.

b) CLIENT ORIENTATION.

Is defined as the attitudinal degree of the extension workers identification or orientation towards their clients being characterized by

personalization and informalization of their relationships with clients, strong feelings of loyalty to their clients, disregard of some of the agencies rules and regulations infavour of their clients, evaluation of decisions and actions infavour of the clients, participation and involvement in community affairs and activities, and devotion to clients personal affairs.

A variety of series of items relating to such client orientation characteristics or tendencies were administered to the clients to react on them interms of the extent in which they think or perceive each individual extension workers follow or practice them (see appendix (ii) questions 3-11). A likert-type of scale like that used to determine extension workers bureaucratic orientation is also employed to determine their client orientation.

This means that each individual extension worker had several clients to comment on him usually between 15-40 clients, the number of clients also depending on whether he is a divisional, locational or sublocational level worker. This also apply to other client rating variables like credibility, empathy, persuasion and work performance. The total scores of rating for each individual extension worker by all the clients is devided by the number of clients rating him to obtain his average score which his interpreted as indicating the extension worker's client orientation.

c) TYPE OF EXTENSION WORKER:

Refers to whether extension workers are in crop division, veterinary or community development.

d) DIVISION OF WORK:

As the extension workers are drawn from two divisions, this variable refers to whether they work in Northern or Western division.

e) RATE OF TRANSFER:

Refers to extension workers rate of movement or change of geographical working place or area to another one. Here the extension workers were asked to indicate how many work places or areas, they had worked or been transferred within the last three years. This variable is dichotomized into those who had been transferred to more than two working areas within the last three years and which is referred to as a more frequent rate of transfer; and into those who had not been transferred to more than one working area which is termed as less frequent rate of transfer.

f) AGE:

Age refers to the number of years since the extension work was born up to the time of interviewing and is divided into four categories, that is, those under 30 years of age, 31-40 years, 41-50 years and 51 years or more.

g) LEVEL OF EDUCATION:

Level of education in this study refers to the highest level of formal education or standard attained by the extension worker. As their level of education ranged from ^{below} upto standard iv to form iv, extension workers level of education is divided into four categories. Those who had gone upto Std. iv, Std. v - vii, Form I - II, Form III - IV.

h) LENGTH OF TRAINING:

Extension workers length of training refers to the length of period in months he had received training in his respective field. The number of months of training is arrived at by summing up all the weeks of in-service courses (one or two week courses usually given to the extension workers) plus the more substantial training received. The variable is classified into four categories, that is, those who had training period totaling to less than 4 months, 5 - 9 months 10 - 14 months, and 15 or more months.

1) LENGTH IN THE AGENCY:

Refers to the length of period or time an extension worker had served in the particular agency or division he was presently working. Length in the agency is classified into four categories; those who had served for less than 9 years, 10 - 14 years, 15 - 19 years and 20 or more years.

DEPENDENT VARIABLES

a) CREDIBILITY:

This study uses the same definition of credibility as the one put forward by Rogers¹ that is, "Credibility is the degree to which a communicating source or channel is perceived as trustworthy and competent by the receiver". In our case, the communicating source or channel is the extension worker and the receivers are the clients. For this variable, each client was asked to indicate in a five point scale that is, Hardly at all, Not much, Some, Quite a bit, A very great deal; how much he thought each extension worker to be competent and knowledgeable in his work or field. The total scores for each of the extension worker were summed up and divided by the number of clients who rated on his credibility to obtain his or her average score which is taken to indicate the extension workers perceived degree of credibility. The higher the score, the higher the degree of credibility.

b) EMPATHY:

Empathy in this study is defined as the amount which extension worker tries to feel like his clients feel, that is, the degree to which extension worker feels as if he were experiencing his clients feelings

1. Rogers E.M. "Modernization Among Peasants: The impact of Communication" 1969.

as his own. Clients were presented with an empathy-scale (derived from an article "Workshop discussion techniques in extension education") to indicate where they thought each particular extension worker seems to best fit in the scale. In this empathy scale (see appendix 11 questionnaire for clients, question number 16), the lowest mark one pictures an extension worker who is nowhere near his clients and who is not taking the trouble to, while the highest mark four depicts one who keenly understands the emotional situation of the clients. The total score of each individual extension worker indicated by the clients is divided by the actual number of clients indicating where he best fits to obtain his average position in the scale and which is taken to indicate his degree of empathy. The higher the average score, the higher the degree of empathy.

PERSUASION ABILITY:

Persuasion ability refers to the extent or effort which extension workers were perceived by their clients as being persuasive in whatever they were telling them to do or to follow. Each client was asked to indicate in a five point scale (Hardly any at all, Not much, Some, Quite a bit, A very great deal) how much he felt he had been persuaded by each extension workers to do or to follow what he was telling them. The total responses for each individual extension worker were divided by the actual

number of clients rating on their persuasion ability to obtain his or her average score which is taken as his or her degree of persuading ability.

WORK PERFORMANCE:

This refers the extent which the clients perceived on extension worker as having done for them, in otherwords how much they felt they had benefitted from the extension worker. Each client was asked to indicate in a five point scale (Hardly any at all, Not much, Some, Quite a bit, A very great deal) how much in general he though an extension worker had done for him.

The total responses for each individual extension worker were divided by the actual number of clients rating on his work performance to obtain his average score which is interpreted as indicating his work performance. The higher the average score, the higher the rate of work performance.

By using quantile measures, which indicates the proportions of items located below or above a given value and which has the advantage of being independent of the pattern of distribution ¹ the average scores of all the extension workers bureaucratic and client orientations, credibility, empathy, persuasion ability and work performance were each classified into high, medium and low categories, for the testing of our hypotheses.

1. Muller J.H. et al op. cit pp. 127 - 8.

CHAPTER IV

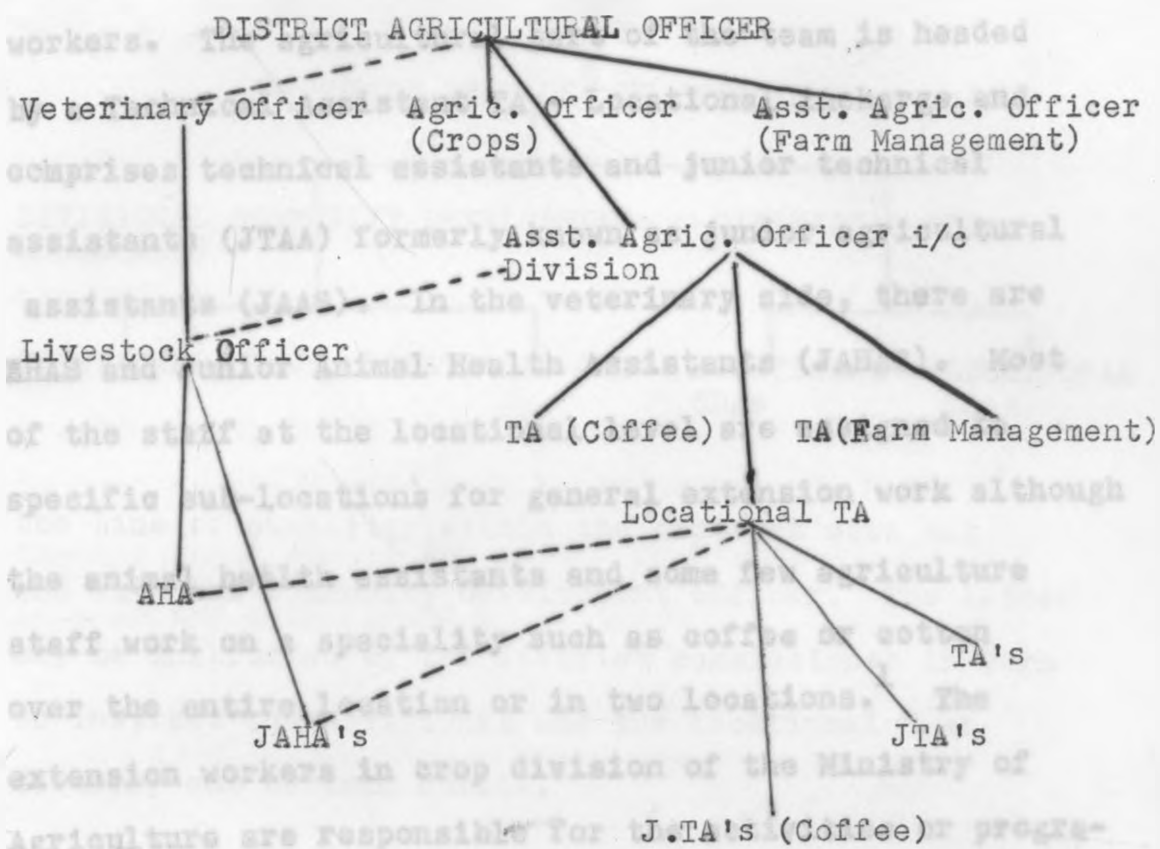
DISTRIBUTION OF EXTENSION WORKERS' PERSONAL ATTRIBUTES AND ATTITUDE TOWARD THEIR WORK.

In this chapter we briefly review the distribution of the extension workers personal attributes or characteristics and their attitude towards their jobs. The formal structures of their organizations and the type of work activities carried out by these extension workers is also considered in this chapter. We also hope that such a review will give us a clearer picture of the extension workers we are dealing with before testing our hypotheses.

FORMAL STRUCTURE OF MINISTRY OF AGRICULTURE

In Machakos district, like in any Kenyan district, the Ministry of Agriculture is headed by a District Agricultural Officer (DAO) who is supported at the headquarters by several specialist personnel; Veterinary Officer, Agricultural Officer (crops) and Assistant Agricultural Officer (farm management) as shown by table 1 below. In charge of each division is an Assistant Agricultural Officer (AAO) who is also joined by a livestock officer (LO). At the divisional headquarters there are a few holders of certificate in Agriculture, Technical Assistants (TAS) formerly known as Agricultural Assistants (AA's) and Veterinary Medicine (Animal Health Assistants - AHAS).

**Table 1: FORMAL STRUCTURE OF MINISTRY OF AGRICULTURE
IN MACHAKOS DISTRICT.**



KEY: related to crop production while those in veterinary department are related to animal health and production.

— a line of formal and actual authority and responsibility.

- - - a line of formally established but challengeable authority and responsibility.

TA: Technical Assistant.
JTA: Junior Technical Assistant.
AHA: Animal Health Assistant.
JAHA: Junior Animal Health Assistant.

Source: David K. Lenard, "The Social Structure of the agricultural extension services in Western Province of Kenya" I.D.S. discussion paper No.126, 1972, figure 2.

1. David K. Lenard, "The social structure of the agricultural extension services in the western province of Kenya" Discussion paper No.126, 1972 p. 4.

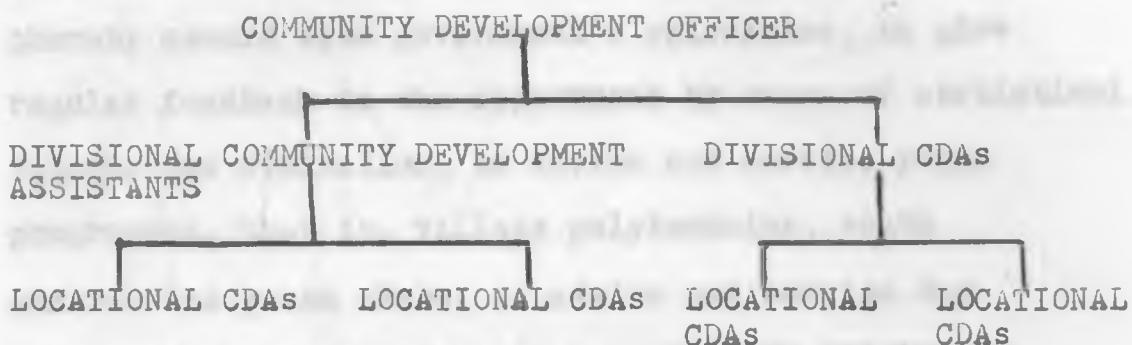
These TA's and AHA's perform specialists duties. At the locational level, there is a team of extension workers. The agricultural part of the team is headed by a Technical Assistant TA - Locational incharge and comprises technical assistants and junior technical assistants (JTAA) formerly known as junior agricultural assistants (JAAS). In the veterinary side, there are NHAS and Junior Animal Health Assistants (JAHAS). Most of the staff at the locational level are assigned to specific sub-locations for general extension work although the animal health assistants and some few agriculture staff work on a speciality such as coffee or cotton over the entire location or in two locations.¹ The extension workers in crop division of the Ministry of Agriculture are responsible for the activities or programmes related to crop production while those in veterinary department are responsible for the control and prevention of animal diseases, artificial insemination, improvement of dairy and beef livestock and for a variety of matters related to livestock production.

FORMAL STRUCTURE OF COMMUNITY DEVELOPMENT:

At the district level, community development is headed by a District Community Development Officer. Below him are the divisional community development assistants incharge of each division. At the locational level are the locational CDAs who are at the bottom of the hierarchial lines of authority. However sometimes

1. David K. Lenard, "The social structure of the agricultural extension services in the Western province of Kenya" Discussion paper No.126, 1972 p. 8.

Table 2: FORMAL STRUCTURE OF COMMUNITY DEVELOPMENT DEPARTMENT OF MINISTRY OF COOPERATIVES AND SOCIAL SERVICES:



the line of authority within the district does not end with the community development officer. The latter may be instructed by the district commissioner in turn to instruct the divisional and the locational CDAs to carry out certain duties.¹

At present the Community Development Assistants are concerned, though not in all divisions or locations in the district with activities or functions such as; They act as the secretary and executive officer to village development committees and sub-locational self-help committees; They also help:- self-help groups plan their projects more effectively, obtain technical assistance, organize people in groups for the solutions of some at least of their problems, help people to identify and fully utilize local resources, organization of local leadership training courses aimed at local leadership development, help the groups keep

1. Wallis M. "The Community Development Assistants" A research report 1974, p. 13.

proper accounts, to ensure that groups embark on projects which are within the development plan and thereby accord with government's priorities, to give regular feedback to the department by means of statistical reports and evaluation, to advice and service youth programmes, that is, village polytechnics, youth centres and youth clubs, to advice and service day care centres, adult education and welfare programmes to help in the development of handcraft and nutrition through women groups (Maendeleo ya Wanawake) and to help in the development of culture.¹

DISTRIBUTION OF THE EXTENSION WORKERS IN THE TWO DIVISIONS:

Out of the 75 extension workers interviewed, 14.7% were in Kilangu Location, 12% in Mukaa, 10.7% Kalama and 9.3% in Ukia Locations of the Western Division. 17.3% in Kangundo, 12% in Matungulu, 8% Mwala and 6.7% in Mbiuni of Northern Division. The remaining 9.3% were working at the divisional level of whom 8% were from Western Division. Furthermore the majority of these extension workers were coming from crop division 70.6% as compared to 17.3% veterinary division, and 12% from community development.

AGE:

Most of the extension workers are fairly old, 17.3% of them being over 50 years of age, 32% of between

Wallis M. "Community Development Assistants and their training". I.D.S. paper.

41 - 50 years, 30.7% between 31 - 40 years, with only 20% of them being under 30 years. Whereas there is very little difference in age between the extension workers in crop division and veterinary. There is a quite a marked one between these two types of extension workers and those in community development. The CDAs being relatively younger than those in crop and veterinary departments as shown by table 3.

Table 3. EXTENSION WORKERS AGE BY TYPE OF EXTENSION WORK.

AGE IN YEARS	TYPE OF EXTENSION		
	CROP	VETERINARY	COMMUNITY DEVELOPMENT
30 and Below	18.9%	23.1%	22.2%
31 - 40	24.5	23.1	77.8
41 - 50	35.8	38.5	-
51 and above	20.8	15.4	-
TOTAL PERCENTAGE	100%	100%	100%
BASE = 75	(N=53)	(N=13)	(N=9)

FORMAL EDUCATION:

Among the extension workers, only as few as 2.7% had formal education of form III and IV. 20% reached either Form I or II and the majority 56% had education level of Standard V up to VIII. The rest 21.3% had not gone beyond Standard IV. Those in the crop division of agriculture had the least formal

education with only 13.5% having education level of either Form I or II. The remaining 86.5% had not gone beyond Standard VIII. Whereas 30.8% of those working in veterinary division had education level of between Form I - IV. CDAs had relatively higher level of education with 66.7% having received education of between Form I - IV as shown in table 4.

Table 4: EXTENSION WORKERS LEVEL OF FORMAL EDUCATION BY THE TYPE OF WORK.

LEVEL OF FORMAL EDUCATION	TYPE OF EXTENSION		
	CROP DIVISION	VETERINARY	COMMUNITY DEVELOPMENT
Std IV or Below	26.9%	15.4%	-
Std. V-VIII	59.6	53.8	33.3
Form I-II	13.5	23.1	55.6
Form III-IV	-	7.7	11.1
TOTAL %	100%	100%	100%
BASE = 75	(N=53)	(N=13)	(N=9)

However there was a less significant difference in the level of education between the extension workers in the two divisions, though those in the northern division were slightly more formally educated with 26.4% having gone beyond Form I as compared to 19.5% in the Western division. A marked difference in education is also noted among the different levels in which these extension workers operated. 57.2% of

those who worked at the divisional levels had education of more than Form I as compared to 30.7% of the locational level and only 11.9% at the sub-locational level. Also as it would be expected in a country like Kenya, it is the younger extension workers who had received more education with 46.7% of those aged under 30 years having gone beyond Form I as compared to 32% of those between 31 - 40 years, 12.5% of the 41 - 50 age group and none at all of those who were beyond the age of 51 years.

From the above figures, we can generally note that most of the extension workers had very low formal education background especially those working in the crop division of agriculture, those operating at the sublocational level and also those above the age of 51 years. Although at this point, it is difficult to assess the effectiveness of extension workers in terms of their level of formal education alone, education is doubtless an important factor and especially as it influences their ability to understand written materials either from their head offices or other publications and in particular those related to their work such as journals etc. which more often tends to be technical and which should keep them up to date. In other words it limits their sources of information especially that which pertains to their work.

TRAINING:

The type of training given to the extension workers and whether it is an appropriate one or not, is not considered in this study but rather we only look at the length of training given to them. The figures given below were arrived at by adding all the weeks of in-service courses (one or two week courses) and also the more substantial training received.

As many as 49.3% of the extension workers stated as having attended courses totaling to only less than 4 months, 9.3% had attended for a period of between 5 - 9 months, 14.7% for a period of 10 - 14 months and 25.3% for a period of 15 months and over. Among the three types of extension workers, those in the veterinary division seems to have received the longest period of training with 77% of them having had over 10 months training as compared to 33.3% of the ODAs and 32.7% in the crop division as shown by table.

Furthermore, it was those who worked at the sublocational level who had received the least length of training with only 9.5% of them indicating as having attended courses totaling to above 15 months as compared to 34.6% at the locational level and 85.7% at the divisional level as shown by table.

Table 5: EXTENSION WORKERS LENGTH OF TRAINING BY THE TYPE OF WORK

LENGTH OF TRAINING IN MONTHS	TYPE OF EXTENSION		
	CROP DIVISION	VETERINARY	COMMUNITY DEVELOPMENT
4 and less	57.7%	7.7%	66.7
5 - 9	9.6.	15.4	-
10 - 14	11.5	30.8	11.1
15 and more	21.2	45.7	22.2
TOTAL %	100%	100%	100%
BASE = 75	(N=53)	(N=13)	(N=9)

Table 6: RELATIONSHIP BETWEEN EXTENSION WORKERS' LENGTH OF TRAINING AND THE LEVEL WHICH THEY WORK.

LENGTH OF TRAINING IN MONTHS	LEVEL OF WORKING		
	DIVISIONAL	LOCATIONAL	SUB-LOCAL
4 and below	-	30.8%	66.7%
5 - 9	14.3	11.5	9.5
10 - 14	-	19.2	14.3
15 and above	85.7	34.6	9.5
TOTAL %	100%	100%	100%
BASE = 75	(N=7)	(N=26)	(N=42)

The above figures on extension workers length of training shows that it is those who are operating or working at the sublocational level and those in crop division who had relatively received the least length or period of training. The figures also suggest that most of the extension workers were put in the field with very little initial training indeed. One of the extension workers in the crop division of agriculture pointed out that he was infact gaining a lot of farming experience from the progressive farmers.

CAREER EXPECTATIONS:

Table 7: EXTENSION WORKERS EXPECTATIONS WHEN THEY FIRST JOINED THEIR JOBS.

EXPECTATIONS WHEN THEY FIRST JOINED THE JOB	TYPE OF EXTENSION			TOTAL %
	CROP DIVISION	VETERINARY	COMMUNITY DEVELOPMENT	
1. Improve his standard of living	30.8%	23.1%	-	26.7%
2. Promotion	21.2	30.8	44.4	25.3
3. More money	13.2%	38.5	11.1	17.3
4. Gain experience for his own benefits	15.4	-	-	10.7
5. Desire to serve the people	11.5	7.7	44.4	14.7
6. Others	7.8	-	-	5.3
Total Percentage	100%	100%	100%	100%
BASE = 75	(N=53)	(N=13)	(N=9)	(N=75)

When asked what sort of career expectations they had when they first joined their present occupations, 80% of the extension workers had expectations oriented towards attaining or achieving what we may call self or personal gains as shown in Table 7 by items number 1, 2, 3 and 4. Only 14.7% indicated that they had expected to serve the people as shown by item number 5. When we break down their expectations by the type of work they perform, we find that the two most ranking expectations for those in crop division were; improving their standard of living 30.8% and getting promoted 21.2% as compared to veterinary get more money 38.5% and promotions 30.8% while CDAs indicated: promotions 44.4% and giving service to the people also 44.4% of the CDAs.

However when asked what important things they most aspired to achieve from their career at present, it is interesting to note that 38% of the extension workers indicated aspirations oriented towards increasing their work effectiveness as shown by items number 3, 5, 6 and 7 in table 8 while 54.7% aspired for self or personal gains as shown by items number 1, 2 and 4.

Such a shift in career aspirations or expectations may indicate that a number of extension workers have internalized some of their agencies values such as increased effectiveness in their work as agents of change and consequently they are now identifying

Table 8: EXTENSION WORKERS JOB ASPIRATIONS

THINGS MOST ASPIRED TO BE ACHIEVED	% OF EXTENSION WORKERS
1. More money	22.7%
2. Promotion	18.7
3. Means of Transport (Bicycle, Motor Cycles etc)	18.7
4. Gain experience for self benefits	13.3
5. Confidence and Cooperation in his work from the clients	5.3
6. Improve the standard of living of the people he serves	9.3
7. Increased number of extension workers in his work area	6.7
8. Others	5.3
Total Percentage	100%

BASE: N = 75

themselves more with the work activities involved in their job what March and Simon (1958¹) calls task identification.

ATTITUDE ON PROMOTIONS:

When asked "Do you hope that you will be promoted to the position or grade above that you are presently holding?" 81.3% of the extension workers indicated

1. March J.G. and Simon H.A. "Organizations" New York Hiley and Sons Inc. 1958.

that they hope to be promoted, 18.6% did not hope to be promoted while only 1.3% said they did not know whether they would be promoted or not. This represents a substantial high level of aspiration. Of those who had hope for promotion, it is worthy to note that all the CDAs had hope to be promoted as compared to 92.3% of those in veterinary and 75% of those in crop division. Another remarkable difference is found between the level at which the extension workers operated or worked. All of those who operated at the divisional level expected to be promoted as compared to 92.3% at the locational level and only 71.4% of those at the sublocational level. In terms of age, the younger extension workers had higher expectations than the older ones. All of those who were under 30 years of age, expected to be promoted as compared to 95.6% of those between 31 - 40 years, 66.7% of those of 41 - 50 years and only 61.5% of those above the age of 51 years. However there is an inverse relationship between expectations for promotion and the length of service one had served. The ones who had worked for a longer period held less expectations for promotion than the newer recruits. There were only 69.6% among those who had worked for more than 20 years as compared to 76.5% of those who had served for a period of 15-19 years, 78.7% in 10 - 14 years service group and 100% of those who had worked for less than 9 years.

The above relationships between expectations for promotion and the type of extension worker, level in which they operated or worked and the length in the agency seems to be best explained by the extension workers age and education level. For example the CDAS who were relatively younger and more educated had higher aspirations than the veterinary workers and those in crop division who were older and less educated likewise those who worked at the divisional level were more educated and younger than the locational and sublocational level extension level workers. So is those who had served for longer period were older and less educated than those who had worked for a lesser period. Furthermore those who had served for a longer period were expecting to retire soon, and as such, they had less aspiration of being promoted.

FELT ACHIEVEMENT OF EXPECTATIONS:

To get an idea of the degree which the extension workers thought they had achieved their expectations from the job, they were asked to indicate how much of their expectations they felt they had achieved, 12% indicated they had achieved most of their expectations, 48% some of the expectations, 25.3% had achieved only a little and 14.7% felt they had not achieved any of their expectations at all. In otherwords, 60% of the extension workers felt they had achieved at least some of their expectations.

There was a marked difference between the felt achievement of expectation and the level at which the extension workers operated. 73.1% of those working at the locational level felt they had achieved at least something as compared to 57.3% of the divisional level and 52.4% of those working at the sublocational level. There was also a significant difference between age and felt achievement with 68.3% of those who were above 41 years feeling they had achieved something as compared to 49.5% of those under 40 years. Likewise achievement also varied with length of service though not very significantly with 60.6% of those who had worked for over 15 years feeling they had achieved something as compared to 52.7% of those who had worked for a period of under 14 years. However there is very little difference between the different types of extension workers, that is, those in crop division, veterinary and CDAs. Furthermore there is also slight difference between the two divisions though those in western division indicated a bit higher level of achievement 63.4% had achieved something as compared to 55.8% of those in Northern division.

JOB SATISFACTION

When asked what major satisfactions they get from their work or jobs, the responses they gave could be classified into two major types; Those which relate to self or personal gains or achievements as shown by items number 1, 2, 5 and 7 in table 9. And those which

Table 9: EXTENSION WORKERS SOURCES OF JOB SATISFACTION

SOURCE OF SATISFACTION	TYPE OF EXTENSION			TOTAL%
	CROP DIVISION	VETERI-NARY	COMM. DEV.	
1. Gains experience for self benefits	25%	15.4%	-	20%
2. Constant income - salary	13.5	30.8	11.1	16
3. Helping people to improve their standard of living	19.2	-	22.2	17.3
4. Seeing people benefit from his work	13.5	15.4	33.3	16
5. Getting respect from the people	3.8	-	-	2.7
6. When people follow what he is telling them to do	19.2	15.4	22.2	18.7
7. Appreciation from his seniors for his work	5.8	-	-	4
8. Enjoys working with people	-	7.7	11.1	2.7
9. Others	-	15.4	-	2.7
Total Percentage	100%	100%	100%	100%
BASE	(53)	(13)	(9)	(75)

relates to their work activity as indicated by items items number 3, 4, 6 and 8. From such a classification we find that 42.7% of the extension workers had self-gain type of job satisfaction while the majority 54.7% had work activity-type of job satisfaction.

When we breakdown job satisfaction according to the type of extension work as done in table 9 we find that 48.1% of those in crop division had self-gain type of satisfaction as compared to 46.2% in veterinary and only 11.1% in community development. On the other hand, 51.9% in crop division had work activity type of job satisfaction as compared to 38.5% in veterinary and 38.8% in community development.

Job satisfaction and the length of service extension workers had served showed another marked relationships with 52.3% of those who had worked for less than 14 years indicating the self-gain type of satisfaction as compared to 34.3% of those who had worked for over 15 years in their present jobs. While 43.1% of those who had less than 14 years of service indicated work activity type of job satisfaction as compared to 63.5% of those with over 15 years service. Such a relationship might also perhaps be explained by the fact that those who had served for longer period might have had more time to internalize some of the values of their organization as we earlier noted in the things which the extension workers had most aspired to achieve and consequently they had come to identify themselves with their work activities.

Another measure of job satisfaction was obtained by directly asking the extension workers how much they would say they were satisfied with their occupations. 25.3% indicated that they were most satisfied with their

present occupations. 24% were satisfied, 37.3% were unsatisfied and 13.3% were most unsatisfied. In other- words about half of the extension workers interviewed were at least satisfied while the other half was not satisfied with their present occupations.

There was also a marked difference of the amount of satisfaction according to the different types of extension workers. Those in veterinary indicated higher degree of satisfaction with 69.3% of them stating as being at least satisfied. The next satisfied extension workers were those in community development 55.5% of them while those in crop division were the least satisfied of the extension workers with only 44.3% indicating that they were at least satisfied with their present occupations, as shown in table 10.

There was also a marked difference in the amount of satisfaction and the level at which the extension workers operated especially between those who worked at the locational level 61.6% of whom indicated that they were at least satisfied with the jobs as compared to 42.9% at the divisional level and 42.8% at the sublocational level. It is interesting to note that this relationship follows the same trend as that of extension workers felt they had achieved from their jobs. It was earlier noted that those working at the locational level felt they had achieved more of their expectations 73.1% as compared to 57.3% of the divisional

Table 10: EXTENSION WORKERS AMOUNT OF SATISFACTION WITH PRESENT OCCUPATION.

AMOUNT OF SATISFACTION WITH THEIR PRESENT OCCUPATIONS	TYPE OF EXTENSION		
	CROP DIVISION	VETERINARY	COMM. DEV.
Most satisfied	23.1	38.5	22.2
Satisfied	21.2	30.8	33.3
Unsatisfied	40.4	23.1	44.4
Most Unsatisfied	15.4	7.7	-
Total %	100%	100%	100%
BASE = 75	(N=53)	(N=13)	(N=9)

level and 52.4% of the sublocational level. In otherwords we could infer a substatial strong relationship between extension workers felt achievement of their expectations and their degree of satisfaction with their present occupations.

However there is less significant difference in job satisfaction by age, although the older extension workers indicated a slightly higher level of job satisfaction with 50.2% of those over 41 years stating that they were at least satisfied as compared to 44.9% of those under 40 years. Likewise there was little difference in job satisfaction by length of service though again those who had worked for a longer period had slightly higher job satisfaction 52.6% of

those who had worked for more than 15 years indicating to be at least satisfied as compared to 48.1% of those who had worked for less than 14 years. Furthermore, there was negligible difference between the two divisions.

JOB FRUSTRATIONS:

Table 11: EXTENSION WORKERS SOURCES OF WORK FRUSTRATIONS.

SOURCE OF FRUSTRATIONS	TYPE OF EXTENSION		
	CROP DIV.	VETERINARY	COMM. DEV.
No frustrations	9.6%	15.4%	-
2. Lack of means of transport	36.5	30.8	33.3
3. Low salary	15.4	15.4	22.2
4. Large areas to work	15.4	23.1	11.1
5. Lack of cooperation and support from the Provincial Administration (Chiefs/Assistant Chiefs)	9.6	-	-
6. Lack of cooperation, support and respect by their seniors	7.7	-	-
7. Lack of promotions	1.9	7.7	-
8. Interference in work by politicians	-	-	22.2
9. Lack of cooperation from the people	3.8	7.7	-
10. Others	-	-	11.1
TOTAL PERCENTAGE	100%	100%	100%
BASE = 75	(N=53)	(N=13)	(N=9)

It can be noted from table 11 that the major frustration facing the extension workers is lack of means of transport with 36% of the workers indicating that. Furthermore it is also the most pressing problem among the different types of the extension workers. Transport is a very crucial factor especially when we consider that another 16% of the extension workers indicated their major job frustration to be hard work conditions of working in large areas which they could not effectively cover. For example, the average crop division extension worker ratio to the land area in sq. kilometers in Northern division is 1:24.2, Western division, 1:38.9. And that of veterinary extension workers in Northern division is 1:93.4, Western division 1:150.4, while that of community development assistants in Northern division is 1:130.8 and 1:200.5 in Western division.

It is surprising that 16% mentioned low salaries as their major source of frustration though it was the second ranking important problem. Infact many of the extension workers frustrations indicated, had to do with their work conditions which keep them from performing their work more efficiently such as means of transport 36%, large areas to work 16%, uncooperative seniors 5.3%, uncooperative Chiefs and Assistant Chiefs 16%, interference in work by politicians for CDAs 2.7% as compared to problems like low salary 16% and lack of promotion 2.7%. This gives the impression

that most of the extension workers are not just after their own self-interest, instead they are working in virtually impossible conditions and with very little support.

Inspite of such frustrating conditions of work, only 26.7% of the extension workers indicated that they had given some thought of seeking a different job while the remaining 73.3% had never thought of leaving it, mainly because; they had strong interest in their present careers 17.3%, the jobs allowed them to perform many personal or side activities being in or near their homes 14.7% they gain experience beneficial to themselves 9.3%, wanted just any salaried job or a constant income 14.7%, it was difficulty to get a job elsewhere 13.3% and because of old age 4% . While the 26.7% who had given thought of seeking a different job because the other jobs; offered more pay 17.3% involved less physical movements or are sedentary in nature 4% wanted to be near their families or homes 1.3%, had experience for the other jobs 1.3%, the other jobs were less frustrating interms of promotions 1.3%

RATE OF TRANSFER

37.3% of the extension workers had been transferred to more than two working areas within the last three years whereas the remaining 62.7% had not been transferred to more than one working area.

This means that quite a good percentage of extension workers had not stayed in one particular working area for a period of more than 18 months, which consequently implies that they have not been allowed much time to really get to know their areas of work properly especially when we consider the sizes of the areas they have to cover and the population densities of them.

There is also a significant difference in the rate of transfer in the different types of extension work. 40.4% of the extension workers in crop division had been transferred more than twice in the last three years as compared to 46.2% in veterinary and only 11.1% in community development. The rate of transfer is also highest in the Northern division with 50% of the extension workers having been transferred at this rate as compared to only 26.8% of those in Western division.

In summary we can note that most of the extension workers are fairly old and especially those in crop division of agriculture furthermore a good number of them were employed as far back as beyond 1950s. We also noted that most of the extension workers had a remarkably low level of formal education background and again especially those who are in crop division, those who work at the sublocational level and those who were above the age of 51 years.

Though it is difficult to assess the effectiveness of the extension workers by their level of formal education alone, education is doubtless an important factor especially as it influences their ability to understand written materials hence limiting their sources of technological information and their ability to make good use or take the advantages of trainings offered to them in furthering their knowledge and skills in their work. This situation is made worse when we consider that most of the extension workers were put into the field with very little initial training especially those who worked at the sublocational level or in crop division and to some extent the community development assistants.

It was also noted that most of the extension workers held high ambitions of being promoted especially the younger and the relatively more educated ones, but such ambitions are being much frustrated because both the Ministry of Agriculture and in community development have a large number of promotion bars. For example in Ministry of Agriculture promotions are largely dependant on formal qualifications. For the Junior Technical Agricultural Assistant cadre to get to that of Technical Assistant, one must already have agricultural certificate; the entry qualification of Assistant Agricultural Officer is the diploma; Agricultural Officer must have a degree. These training requirements may not be bad in themselves but when an

employee is denied the opportunity to obtain them once he has began service, they place him in a narrow cadre with very little promotion possibilities and little incentive for effort¹ while in community development the problem of promotion is made critical by the possible openings available. For example, the locational CDA can only be promoted to divisional CDA or district CDA or community development officer CDO. But when we consider that there are about 32 locational CDAs in Machakos district and only 7 divisional CDA positions which are already occupied and only one district level post, then the chances of a locational CDA to be promoted to divisional CDA or a divisional CDA to be promoted to district CDA or CDO are extremely limited and narrow. This is made worse by the fact that CDAs cannot be transferred to another different district because they are employees of the local authorities. Furthermore the county council of Machakos is more often not on a sound financial conditions hence sometimes the CDAs have to stay for several months without being paid.

Such working conditions of the extension workers has led most of them to be unsatisfied with their present occupations. We found that half of them were unsatisfied with their present occupations especially those in crop division who furthermore indicated that they had achieved relatively less of their expectations

1. Lenard D.K. "Organizational Structures for productivity in Kenyan Agricultural Extension". I.D.S. Discussion paper No. 154, 1972, P. 17.

from their jobs as compared with the CDAs and those in veterinary. It is appreciated that job satisfaction is a key factor for an efficient extension service for individuals tend to persist in a task no matter how difficulty, if they get enough satisfaction from doing so. If we assume promotion prospects and job satisfaction to be a kind of measure of the extension workers morale, then the morale among a good percentage of the extension workers and especially those in crop division should be low. Though this study does not directly consider the effects of workers morale on their productivity, there is enough evidence that low morale is associated with low work productivity. For example Leandard¹ found that in good part morale is a function of perceived promotion and in turn had influence on work; and that this had led to the alienation of junior staff in agriculture to the extent that they were using the informal organization of their work groups to control and reduce the amount of effort they put in their work. The CDAs expressed that due to poor work conditions such as lack of promotions, low salaries and non-provision of means of transport, they were left with no other alternatives except to indulge in personal businesses and other side activities even during working time in order to supplement their incomes which means that they had less time and effort to devote to their job as agents of change. No wonder

1. Ibid p. 14.

only as few as 17.3% of the extension workers indicated that they persisted or continued to work with their agencies because they had interest in their present occupations as we noted earlier.

Furthermore we also noted that other types of extension workers frustrations had to do with conditions which keep them from performing their work more effectively especially lack of means of transport coupled with large areas to work, mobility, density of staffing and the size of the area extension workers have to work are obviously of a prime consideration for an efficient extension service for it determines the extension workers ability to contact clients. This problem is aggravated by the substantial high rate of transfers especially those in crop division of agriculture and those who were in Northern Division which consequently implies that they are not being allowed enough time to really get to know their clients and the areas they work properly.

CHAPTER V

THE EFFECT OF EXTENSION WORKERS' ROLE ORIENTATION ON THEIR RELATIONSHIP WITH CLIENTS.

As we noted earlier, the two role orientations of extension workers considered in this study are their bureaucratic orientation and client orientation. In this chapter, these two orientations are related to each other and to credibility, empathy, persuasion ability and work performance all of which we noted in our literature review or in our theory to be important determinants of extension worker-client relationship. The relevant hypotheses are that;

1. Bureaucratic orientation is inversely related to extension workers' degree of client orientation, credibility, empathy, persuasion ability and his work performance as perceived by their clients.

2. Client orientation is positively related to extension workers degree of credibility, empathy, persuasion ability and work performance as perceived by their clients.

3. That extension workers who exhibit a combination of high degrees of bureaucratic and client orientations or low bureaucratic and high client orientations are likely to be rated to be of higher credibility, empathy, persuasion ability and work performance whereas these with a combination of either low in bureaucratic and client orientations or high in bureaucratic orientation and low in client orientations are likely to be rated to be of low credibility, empathy,

persuasion ability and work performance.

The above hypotheses suggest simple linear relationships and are related through the use of two variable cross-tabulations and their relationships made more precise through the use of chi-square for testing their independence and thus confirming whether the two measures are correlated. However as the chi-square does not give us the degree of correlation, gamma is used to establish the degree of correlation in all the above relationships or hypotheses.

THE RELATIONSHIP BETWEEN EXTENSION WORKERS' BUREAUCRATIC AND CLIENT ORIENTATIONS.

The original relationship is that these two types of role orientations are inversely related to each other. The findings shows that there is a moderate negative relationship with a magnitude of gamma = -0.34. However this relationship fails to attain significance at the .05 level for the calculated chi-square at 4 degrees of freedom is, $\chi^2 = 7.96$. It can only attain significance at the level of between .05 and .10 which is fairly low for us to fully accept this hypotheses. However the general trend of this relationship is that those who were relatively higher in their bureaucratic orientation, were also relatively rated to be lower in their orientation towards their clients, as shown by table 12 below.

Table 12: THE RELATIONSHIP BETWEEN BUREAUCRATIC AND CLIENT ORIENTATIONS.

		DEGREE OF BUREAUCRATIC ORIENTATION		
		HIGH	MEDIUM	LOW
DEGREE OF CLIENT ORIENTATION	HIGH	22.2%	30%	46.4%
	MEDIUM	29.6	50	28.6
	LOW	48.1	20	25
TOTAL %		100%	100%	100%
BASE = 75		27	20	28

Gamma = -0.34

Chi-square = 7.96

Degrees of Freedom = 4

Significant at p = 0.10 (weak).

We can then conclude from this relationship that bureaucratic orientation is not necessarily incompatible with extension workers client orientation and that it is possible for the extension workers to be either high or low in both orientations. It is for this reason that we have included the third hypothesis which includes some of the major possible combinations of bureaucratic and client orientations which the extension could exhibit.

THE RELATIONSHIP BETWEEN EXTENSION WORKERS' ROLE ORIENTATION AND THEIR CREDIBILITY.

In this section, we shall examine how extension workers bureaucratic and client orientations influence their credibility. And as we have noted that these two orientations are not necessarily incompatible, we also introduce the major different possible combinations of bureaucratic and client orientations which the extension workers could exhibit and also examine how they relate to their credibility. The relevant hypotheses are;

1. That bureaucratic orientation is inversely related to credibility.
2. That client orientation is positively related to credibility.
3. That extension workers who exhibit a combination of high degrees of bureaucratic and client orientations or low bureaucratic and high client orientations are likely to be rated to be of higher credibility than those with a combination of low in both orientations or high bureaucratic and low client orientations.

The findings for our first hypothesis shows a chi-square of 5.85 which fails to attain significance at the level $p = .05$ but only attains significance of the level $p = .20$ which is too low to accept this hypothesis as a viable one as shown by table 13 below.

This relationship proves that extension workers bureaucratic orientation is not independent to credibility and hence they are not related. Furthermore, the calculated gamma for this relationship shows a low negative association of the magnitude of -0.24 . This means that we can reject the hypothesis that extension workers bureaucratic orientation is inversely related to their credibility.

The high level of significance of the chi-square measure for the second hypothesis shows that these two variables are not independent and are related. The chi-square for this relationship is 26.33 and attains significance of $.001$ with four degrees of freedom, as shown by table 14 below. Furthermore the relationship also shows a very strong positive association with a magnitude of $\text{gamma} = 0.71$ hence the second hypothesis suggests a linear relationship between extension workers' client orientation and their credibility, that is the more the extension workers were oriented towards their clients, the more they were perceived to be credible by their clients.

However for our third hypothesis, which takes into consideration the different combination types of bureaucratic and client orientations, we can not possible test the hypothesis by using chi-square or calculate the degree of association by gamma because the dependant variable, role orientation is made up or consists of different categories as shown by table 15 below.

Table 13: RELATIONSHIP BETWEEN EXTENSION WORKERS' BUREAUCRATIC ORIENTATION AND THEIR CREDIBILITY.

		DEGREE OF CREDIBILITY		
		HIGH	MEDIUM	LOW
DEGREE OF BUREAUCRATIC ORIENTATION	HIGH	36%	23%	45.8%
	MEDIUM	20	42.3	37.5
	LOW	44	34.6	16.7
TOTAL %		100%	100%	100%
BASE =75		25	26	24

Gamma = -0.24

Chi-Square = 5.85

DF = 4 P .20

Not significant.

Table 14: RELATIONSHIP BETWEEN EXTENSION WORKERS' CLIENT ORIENTATION AND THEIR CREDIBILITY.

		DEGREE OF CREDIBILITY		
		HIGH	MEDIUM	LOW
DEGREE OF CLIENT ORIENTATION	HIGH	69.2%	32%	4.2%
	MEDIUM	19.2	32	29.2
	LOW	11.5	36	66.7
TOTAL %		100%	100%	100%
BASE=75		26	25	24

Gamma = 0.71

Chi-Square = 26.33

DF = 4

Significant at P .001

Hence the interpretation of this relationship is solely by percentages.

Table 15: THE RELATIONSHIP BETWEEN EXTENSION WORKERS' TYPE OF ORIENTATION AND THEIR CREDIBILITY.

DEGREE OF CREDIBILITY	EXTENSION WORKERS TYPE OF ORIENTATION			
	HB-HC	HB-LC	LB-LC	LB-HC
HIGH	50%	9.5%	14.3%	58.3%
MEDIUM	18.8	33.3	42.9	37.5
LOW	31.3	57.1	42.9	4.2
TOTAL %	100%	100%	100%	100%
BASE=75	16	21	14	24

KEY: HB-HC = Combination of high bureaucratic and high client orientations.

HB-LC = Combination of high bureaucratic and low client orientations.

LB-LC = Combination of low bureaucratic and low client orientations.

LB-HC = Combination of low bureaucratic and high client orientations.

When we categorize the extension workers into the above different combinations of bureaucratic and client orientations, we can note that those who were high in both orientations (HB-HC) and those who were low bureaucratic but high client oriented (LB-HC) were rated by the clients to be of higher credibility than those who had a combination of either low in both orientations (LB-LC) or those who were either high bureaucratic and low client oriented (HB-LC). Thus this relationship tends to support or confirm our original hypothesis.

In summary we can note that these findings tend to establish that extension workers bureaucratic orientation is not necessarily incompatible with their orientation towards their clients. We also found that the extension workers degree of credibility is not related to their bureaucratic orientation, while it is strongly and positively related to their client orientation. This relationship was also reflected even under the major different combinations of bureaucratic and client orientations in that those who had a combination of high in both orientations or low bureaucratic and high client oriented were rated to be of higher credibility than those who were either low in both orientations or high bureaucrat and low client oriented. Thus implying or suggesting that extension workers' client orientation is more influential or important determinant of their credibility as perceived by their clients than is their bureaucratic orientation.

THE RELATIONSHIP BETWEEN EXTENSION WORKERS' ROLE ORIENTATION AND THEIR EMPATHY.

Relevant hypotheses are that;

1. Bureaucratic orientation is inversely related to empathy.
2. Client orientation is positively related to empathy.
3. That extension workers who exhibit a combination of high degrees of both bureaucratic and client orientations or low bureaucratic and high

client orientations are likely to be rated to be of higher empathy than those with a combination of low in both orientations or high bureaucratic and low client orientations.

In the first hypothesis, the calculated chi-square $\chi^2 = 2.11$ fails by far to attain significance at the level $p = .05 = 9.49$ or 4 degrees of freedom, but only attains significance of $p = 0.7$ which is far too low to accept this hypothesis as shown by table 16 below. Furthermore the relationship also shows a very low negative association of gamma $= -0.19$ in otherwords, we can reject this hypothesis at a chi-square of level of significance of $p = .05$ that is extension workers bureaucratic orientation is not inversely related to their empathetic ability.

The second hypothesis shows a high level of significance of the chi-square measure which confirms that the two variables are not independent and are related. The chi-square for this relationship is, $\chi^2 = 19.12$ which attains significance at the level $p = .001$ with 4 degrees of freedom as shown by table 17 below. This means that extension workers degree of client orientation is positively related to their empathy with their clients. There is also a substantial strong positive association; gamma $= 0.61$ between client orientation and empathy. In other words clients who are more client oriented are also more likely to be more empathetic with their clients.

The third hypothesis also seems to hold though it is not possible to test it with chi-square or to find out its degree of correlation because of the type of categories of the dependant variable as we stated earlier. However when we examine the relationship between the different types of bureaucratic and client orientations considered in this variable and their empathy towards clients as done in table 18 below, we can note that those who had a combination of both high bureaucratic and client orientations and also those who had a combination of low bureaucratic and high client orientation, were rated by their clients to be more empathetic than those who were either high bureaucratic and low client oriented or low in both orientations.

In summary we can then note that extension workers degree of empathy is not influenced by their bureaucratic orientation but that it is substantially influenced by their orientation towards the clients. Furthermore, the findings suggest that client orientation is relatively more important in determining extension workers empathetic ability than is their bureaucratic orientation.

	1005	1007	1009
TOTAL N	35	27	13

chi-square = 0.41
df = 2
p > 0.10
Significant at p = 0.05

Table 16: THE RELATIONSHIP BETWEEN EXTENSION WORKERS' BUREAUCRATIC ORIENTATION AND THEIR EMPATHY TOWARDS CLIENTS;

DEGREE OF BUREAUCRATIC ORIENTATION	DEGREE OF EMPATHY		
	HIGH	MEDIUM	LOW
HIGH	28%	29.6%	43.5
MEDIUM	36	33.3	34.8
LOW	36	37	21.7
TOTAL%	100%	100%	100%
BASE=75	25	27	23

16-11 = Combination of high bureaucratic and high client orientations.
 16-12 = Combination of high bureaucratic and low client orientations.
 16-13 = Combination of low bureaucratic and high client orientations.
 16-14 = Combination of low bureaucratic and low client orientations.

Gamma = -0.19
 Chi-Square = 2.11,
 DF = 4 p = 0.7
 Not Significant.

Table 17: THE RELATIONSHIP BETWEEN EXTENSION WORKERS' CLIENT ORIENTATION AND THEIR EMPATHY TOWARDS CLIENTS.

DEGREE OF CLIENT ORIENTATION	DEGREE OF EMPATHY		
	HIGH	MEDIUM	LOW
HIGH	56%	40.7%	8.7%
MEDIUM	32	25.9	21.7
LOW	12	33.3	69.6
TOTAL %	100%	100%	100%
BASE=75	25	27	23

Gamma = 0.61
 Chi-Square = 19.12
 DF = 4
 Significant at p = .001

Table 18: RELATIONSHIP BETWEEN EXTENSION WORKER TYPE OF ORIENTATION AND THEIR EMPATHY TOWARDS CLIENTS.

DEGREE OF EMPATHY	TYPE OF ORIENTATION			
	HB-HC	HB-LC	LB-LC	LB-HC
HIGH	56.3%	9.5%	21.4%	45.8%
MEDIUM	25	28.6	42.9	45.8
LOW	18.8	61.9	35.7	8.3
TOTAL %	100%	100%	100%	100%
BASE= 75	16	21	14	24

KEY: HB-HC = Combination of high bureaucratic and high client orientations.

HB-LC = Combination of high bureaucratic and low client orientations.

LB-LC = Combination of low bureaucratic and low client orientations.

LB-HC = Combination of low bureaucratic and high client orientations.

THE RELATIONSHIP BETWEEN EXTENSION WORKERS' ROLE ORIENTATION AND THEIR PERSUASION ABILITY.

The relevant hypotheses are that;

1. Extension workers' bureaucratic orientation is inversely related to their persuasion ability.

2. Extension workers client orientation is positively related to their persuasion ability.

3. That extension who exhibit a combination of high degrees of both bureaucratic and client orientations or low bureaucratic and high client orientations are likely to be rated to be more persuasive than those with a combination of low in

both orientations or high bureaucratic and low client oriented.

In the first hypothesis, the chi-square is 3.56. This fails to attain significance at the level $p = .05$ with 4 degrees of freedom but only attains at the level $p = .50$ which is too low to be accepted as a viable hypothesis. The relationship also shows a low negative association of the magnitude of gamma $= -0.22$ with the general trend of the more bureaucratic extension workers being rated to be of relatively lesser persuasion ability as shown by table 19 below.

The second hypothesis or relationship shows a high level of significance of the chi-square measure which proves that these two variables are not independent and hence are related. The calculated chi-square for this relationship, that is, the relationship between client orientations and persuasion ability is 26.68 at 4 degrees of freedom which attains significance at the level $p = .001$. When we examined the degree of correlation or association between these two variables, it was found that there is strong positive association of the magnitude of gamma $= 0.62$. Thus this relationship confirms our original hypothesis that extension workers client orientations is positively related to their persuasion ability. This is to say that the more client oriented extension workers were also likely to be more persuasive than the less client oriented ones as shown by table 20 below.

Table 19: When we consider the over-rall orientation of the extension workers for our third hypothesis we can note that the same trend prevail as that found in the relationship between extension workers type of role orientations, that is, when we consider the major different combination types of bureaucratic and client orientations and their perceived degree of credibility and empathy. That is to say that the extension workers who rated to be high in both bureaucratic and client orientations and those who were low bureaucratic and high client oriented, were also rated by the clients to be more persuasive than those who were either low in both orientations or high bureaucratic oriented but low in their client orientation as shown by table 2. below.

Table 20: THE RELATIONSHIP BETWEEN EXTENSION WORKERS' CLIENT ORIENTATION AND THEIR PERCEIVED PERSUASION ABILITY

These findings again show that there is no relationship between extension workers bureaucratic orientation and their persuasion ability. However, there is a strong positive relationship between their client orientation and their perceived persuasion ability. Furthermore they also suggest that extension workers' orientation towards their clients is relatively more influential or determinant of their perceived persuasion ability by clients than is their bureaucratic orientation.

Table 19: THE RELATIONSHIP BETWEEN EXTENSION WORKERS' BUREAUCRATIC ORIENTATION AND THEIR PERSUASION ABILITY.

DEGREE OF BUREAUCRATIC ORIENTATION	DEGREES OF PERSUASION		
	MOST	MEDIUM	LEAST
HIGH	24%	30.8%	41.7%
MEDIUM	36	38.5	41.7
LOW	40	30.8	16.7
TOTAL %	100%	100%	100%
BASE=75	24	29	22

Gamma = -0.22
 Chi-Square = 3.56
 DF = 4, P = .50
 Not Significant

Table 20: THE RELATIONSHIP BETWEEN EXTENSION WORKERS' CLIENT ORIENTATION AND THEIR PERSUASION ABILITY.

DEGREE OF CLIENT ORIENTATION	DEGREE OF PERSUASION		
	MOST	MEDIUM	LEAST
HIGH	75%	20.7%	13.6%
MEDIUM	16.7	31.0	31.8
LOW	8.3	48.3	54.5
TOTAL %	100%	100%	100%
BASE-75	24	29	22

Gamma = 0.62
 Chi-Square = 24.68
 DF = 4
 Significant at P .001

Table 21: THE RELATIONSHIP BETWEEN EXTENSION WORKERS' TYPE OF ORIENTATION AND THEIR PERSUASION ABILITY.

		TYPE OF ORIENTATION			
		HB-HC	HB-LC	LB-LC	LB-HC
DEGREE OF PERSUASION	MOST	50%	4.8%	7.1%	58.3%
	MEDIUM	25.0	38.1	71.4	29.2
	LEAST	25.0	57.1	21.4	12.5
	TOTAL %	100%	100%	100%	100%
BASE=75		16	21	14	24

KEY: HB-HC = Combination of high bureaucratic and high client orientations.
 HB-LC = Combination of high bureaucratic and low client orientations.
 LB-LC = Combination of low bureaucratic and low client orientations.
 LB-HC = Combination of low bureaucratic and high client orientations.

THE RELATIONSHIP BETWEEN EXTENSION WORKERS' ROLE ORIENTATION AND WORK PERFORMANCE.

The relevant hypotheses;

1. That extension workers bureaucratic orientation is inversely related to their perceived work performance.
2. That extension workers client orientation is positively related to their perceived work performance.
3. That extension workers who exhibit a combination of high degrees of both bureaucratic and client orientations and also low bureaucratic and high client orientations are more likely to be rated higher

in their work performance than those with a combination of either low in both orientations or high bureaucratic and low client oriented ones.

The findings for the first hypothesis shows a chi-square of 5.08 at 4 degrees of freedom. This fails to attain significance at level of $P = .05$ but only attains significance at $P = .30$ which is substantial low and hence the relationship is rejected as viable one at $P = .05$. In otherwords the variables are not related. Furthermore the relationship show a low negative association, $\gamma = -0.1$ as shown by table 22. This means that extension workers bureaucratic orientation does not influence their perceived work performance.

However, for the second hypothesis, the findings support our original hypothesis that extension workers client orientation is positively related to their perceived work performance. The calculated chi-square is 15.76 and is significant at $P = .01$ with 4 degrees of freedom. This shows that the two variables are independent and are related. Furthermore this relationship also shows a substantial positive degree of correlation, $\gamma = 0.54$ as shown by table 23. This means that the more client oriented extension workers were who likely to be perceived as having done more for their clients than are the less client oriented ones.

When we consider the different combinations of extension workers bureaucratic and clients orientations, the relationship tends to support our third hypothesis. It can be noted from table 24 that the extension workers who had a role orientation combination of both high in their bureaucratic and client orientations and also those who were low bureaucratic oriented but high client oriented were relatively rated to have done more for their clients, though the latter were rated to have done most. While those who exhibited a combination of low in both orientations and high in bureaucratic and low client orientations were rated to have done less for their clients than the first group.

In summary we can say that bureaucratic orientation of the extension workers does not influence their work performance as perceived by the clients whereas their client orientation does influence their perceived work performance and proves to be more determinant than the bureaucratic orientation.

From the findings in this chapter, we can then conclude that extension workers' bureaucratic orientation is not necessarily incompatible with their orientation towards their clients. This suggests that extension workers could have various bureaucratic and client orientation combinations. It is from such an insight that we decided to include hypotheses which takes account of the different possible role

Table 22: THE RELATIONSHIP BETWEEN EXTENSION WORKERS' BUREAUCRATIC ORIENTATION AND THEIR PERCEIVED WORK PERFORMANCE.

		DEGREE OF WORK PERFORMANCE		
		HIGH	MEDIUM	LOW
DEGREE OF BUREAUCRATIC ORIENTATION	HIGH	40%	34.6%	41.7%
	MEDIUM	16	42.3	29.2
	LOW	44	23.1	29.2
	TOTAL %	100%	100%	100%
BASE=75		25	26	24

Gamma = -0.1
 Chi-Square = 5.08
 DF = 4. P .30
 Not Significant

Table 23: THE RELATIONSHIP BETWEEN EXTENSION WORKERS' CLIENT ORIENTATION AND THEIR PERCEIVED WORK PERFORMANCE.

		DEGREE OF WORK PERFORMANCE		
		HIGH	MEDIUM	LOW
DEGREE OF CLIENT ORIENTATION	HIGH	55.2%	40.9%	8.3%
	MEDIUM	27.6	18.2	33.3
	LOW	17.2	40.9	58.3
	TOTAL %	100%	100%	100%
BASE=75		29	22	24

Gamma = 0.54
 Chi-Square = 15.76
 DF = 4
 Significant at P .01

Table 24: THE RELATIONSHIP BETWEEN EXTENSION WORKERS' TYPE OF ORIENTATION AND THEIR WORK PERFORMANCE.

DEGREE OF WORK PERFORMANCE	TYPE OF ORIENTATION			
	HB-HC	HB-LC	LB-LC	LB-HC
HIGH	37.5%	23.8%	28.6%	58.3%
MEDIUM	43.8	19.0	42.9	20.8
LOW	18.8	57.1	28.6	20.8
TOTAL %	100%	100%	100%	100%
BASE=75	16	21	14	24

KEY: HB-HC = Combination of high bureaucratic and high client orientations.

HB-LC = Combination of high bureaucratic and low client orientations.

LB-LC = Combination of low bureaucratic and low client orientations.

LB-HC = Combination of low bureaucratic and high client orientations.

orientation combinations. However, as there could be many different types of role orientations, depending on how one categorizes these two orientations, we decided to limit ourselves to four major types which result from dichotomizing the two orientations. These give us four possible combination of; high in both bureaucratic and client orientations, high bureaucratic and low client orientation, low in both bureaucratic and client orientations, and low bureaucratic but high client oriented.

We also noted that extension workers' credibility, empathetic ability, persuasiveness and work performance were not influenced or related to extension workers bureaucratic orientation. However all these four variables, that is, credibility, empathy, persuasion ability and work performance were strongly influenced by extension workers client orientation. This tends to support our assumptions that because client oriented extension workers are characterized by being feedback minded, disregard some of the expectations of their extension services bureaucracy infavour of their clients, tend to base their programmes on their clients' needs, evaluated decisions and actions infavour of their clients, have strong feelings of loyalty to their clients and are devoted to the communities' and clients personal affairs then they are likely to have close report, high credibility and empathy in the eyes of their clients and consequently they would be perceived as being persuasive and devoted to their work.

However, extension workers bureaucratic orientation which did not have any impact on credibility, empathy, persuasion ability and work performance as we had predicated in our study. We tried to explain or contribute this relationship to several factors one of which was our research design in that this variable unlike client orientation, credibility, empathy, persuasion ability and work performance, was measured through extension workers' self-rating. And as most of the extension workers might have been aware of what

they are supposed to be then, we thought that they might have idealized themselves rather than indicating to us what they are actually.

Another possible reason we contributed to this relationship was that the concept of "bureaucratic orientation" might not be existing in our ministries or departments and especially in the rural areas, where social values like; kinship, clan, marital, residential etc. social ties, age and sex taboos are institutionalized and still being observed and also where concepts of time and routine are not strongly adhered to in the developed countries sense. Such factors as the above implies that bureaucratic characteristics such as impersonalization of relationship, limitation of the prescribed functions and work procedures such as working hours or days, etc. are non existing or very much reduced. Even bureaucratic characteristics such as that clients would find a bureaucrat to be haught, arrogant and harsh do not seem among the Akambas to be as a result of organizational structures but can even be explained genetically such as "his father or his so and so was also like that or the so's have always been like that". In otherwords we might have been imposing the concept bureaucratic orientation on an environment where it does not exist. Or perhaps if it exists, then it might be still quite rudimentary as to have strong impact on the extension worker client relationship.

Such suggestions as those given above tends to be supported or confirmed when we categorize the extension workers into major possible combinations of bureaucratic and client orientations. The findings clearly indicate that client orientation is the one which determines the extension workers degree of credibility, empathy, persuasion ability and work performance as perceived by their clients rather than their bureaucratic orientation.

CHAPTER VI

ORGANIZATIONAL FACTORS AND EXTENSION WORKERS' PERSONAL ATTRIBUTES AND HOW THEY INFLUENCE EXTENSION WORKERS' RELATIONSHIP WITH THEIR CLIENT.

In this chapter, organizational factors and extension workers personal attributes are both considered or examined on how they relate or influence extension workers role orientation, credibility and empathy and thus consequently influencing their relationship with clients. Organizational factors examined in this study pertains mainly to the type of extension work, the administrative division which the extension workers operate and the agencies or ministries policies or practices relating to the transfer of the extension workers and whether they have to work in their own areas of origin or in different ones. While the extension workers personal attributes examined are mainly their age, level of formal education, training and length of time or period they had serviced in their present agencies. However, as we don't have hypotheses to test how these variables relate, chi-square is not used. The only measures used in the interpretation of these relationships are percentages and gamma. We hope by the use of these two statistical measures, we can establish how these variables influence extension workers relationship with their clients.

ORGANIZATIONAL FACTORS

RELATIONSHIP BETWEEN THE RATE OF TRANSFER
AND EXTENSION WORKERS CREDIBILITY, EMPATHY
AND ROLE ORIENTATION.

Our findings indicate that there is some marked negative relationship though the degree of association is not strong, gamma ρ -0.21 between the rate which the extension workers had been transferred in different working areas and their degree of credibility as perceived by their clients. For example among those who were rated to be of high credibility, the majority 65.3% had been transferred for less than once in the last three years, as compared to 34.6% of those who had been transferred for more than twice within the same period. Furthermore those who were rated to be of medium credibility, again the majority were those who had not been transferred more frequently, 72% as compared to only 28% who had frequently been transferred. However, there was no any marked difference among those who were rated to be of low credibility. This finding tends to suggest that those who had been frequently transferred have had not enough time to prove their worthness or ability, furthermore some advices or innovations takes more than a few months before their benefits or results can be realized. This implies that, the rate in which extension workers are transferred is crucial in that it influences the extension workers chance to prove their ability in

their field of work to their clients and consequently influences their credibility in the eyes of their clients.

The findings indicated that there was not any significant relationship between the rate which the extension workers had been transferred and the empathetic ability. However the rate of transfer did show some relationship with the extension workers role orientation. In that those who had been transferred for more than twice in the last three years were more inclined to identify with their departments or to be more bureaucratic oriented and less oriented towards their clients while those who had not been transferred more frequently, that is, less than once in the last three years were relatively inclined to be more client oriented and less bureaucratic oriented. For example, the 28 extension workers who had been transferred for more than twice, 35.7% were high bureaucratic oriented, 42.9% medium and only 21.4% low, whereas the 47 extension workers who had been less frequently transferred 31.9% were high bureaucratic oriented 29.8% medium and the majority 38.3% low bureaucratic oriented. This relationship indicated a low negative association of $\gamma = -0.21$. The findings between the rate of transfer and extension workers orientation indicated that only 25% of those who had been transferred for more than twice in the last three years were high client oriented, 35.7% medium

and the majority 39.3% of low client orientation. while those who had been transferred less frequently, that is, less than once in the last three years, the majority 42.6% were also rated to be high client oriented, 21.3% medium and 36.1% low client oriented. These figures gives a low positive correlation of gamma = 0.19.

In otherwords the relationship between the rate of transfer and the extension workers role orientation implies that less frequent transfer can be associated with increased client orientation and less bureaucratic orientation, whereas more frequent transfer can be associated with decreased client orientation and increased bureaucratic orientation. This finding suggests that the more frequently transferred extension workers had not been given sufficient time to properly know their people and establish a sound relationship with them especially when we know they have large and densely populated areas to cover as we noted in chapter IV. In such a situation, the clients are likely to perceive the extension workers as less inclined or oriented towards them.

These relationships seems to be further supported by whether the extension workers were operating in ther own areas of origin or in different ones. It was found that the extension workers who were working in their own home areas tended to be rated of more client oriented and were also less

bureaucratic oriented whereas those who were in different areas tended to be rated of less client oriented and also tended to be relatively more bureaucratic oriented. For example, out of the 32 extension workers who indicated to be working in the same areas as they originate, the majority 43.8% were rated to be high client oriented, 30.2% medium and only 25% were rated to be low client oriented. While the 43 extension workers who indicated to be working in different areas than their own, only 30.2% were rated to be high client oriented, 23.3% medium and the majority 46.5% low client oriented. On the other hand only 28.1% of those who were working in their home areas rated to be high bureaucratic oriented 31.3% medium and the majority 40.6% were low bureaucratic oriented. Whereas among those who were working in different areas, 37.2% rated high bureaucratic oriented, 37.2% medium and only 25.6% were low bureaucratic oriented. The possible explanation for such a relationship could be that those who were working in their own home areas had perhaps established strong kinship, marital and friendship ties over the long time of residence in the area hence are apt to be rated more client oriented than the outsiders. Whereas the outsiders can afford to have bureaucratic characteristics for they don't have much social obligations and ties to control them as are the extension workers who come from the same work area.

Influence their availability in that they are not given

THE RELATIONSHIP BETWEEN THE DIVISION IN WHICH
THE EXTENSION WORKERS WORK AND THEIR CREDIBILITY,
EMPATHY AND ROLE ORIENTATION.

Although the findings did not show any significant variation in the extension workers empathy and role orientation between the two divisions, they did indicate a significant correlation between the administrative division in which the extension workers were working and their perceived credibility by clients of a magnitude of $\gamma = 0.46$. The extension workers in western division were rated to be higher credibility than those working in northern division. For example among those in western division, the majority 48.8% were rated to be of high credibility, 26.8% medium and only 24.4% to be of low credibility as compared to only 17.6% in northern division who were rated to be of high credibility, 41.2% medium and 41.2% low credibility.

One of the possible explanations for such high variation in credibility might be perhaps the rate in which the extension workers in the two divisions were being transferred. As we noted in chapter IV, as high as 50% of the extension workers in northern division had been transferred to more than three working areas within the last three years as compared to only 26.8% of those in western division. And as we have already seen in this section that the rate in which the extension workers are transferred does influence their credibility in that they are not given

sufficient time to prove their ability or worthiness it is then possible that this factor has contributed lower credibility for the nothern extension workers.

Another possible reason might be even difference in the history of the extension services between the two divisions and especially on the agricultural extension service. In elaboration to the historical factors which contributes low credibility to the agricultural extension services in district such as forced soil conservation and distocking during the colonial era, as we mentioned in chapter II. We can add that most of the resistance came from people in nothern division and especially in Kangundo-Matungulu locations. Infact it is in Matungulu location where a negative popular resistance to the extent of people throwing themselves infront of tractors to prevent a mechanic soil conservation unit from working.¹ It might be possible that it is from such historical variation that the extension workers in nothern division were rated to be of lower credibility relative to those in western division.

Differences or variation in the extent in which the two divisions are developed might be a possible explanation for this variation. Nothern division and again especially Kangundo-Matungulu locations are much more developed than western division. Infact

1. John C. de Wilde et al: "Experience with Agricultural Development in Tropical Africa" Vol.II, Published for the international Bank for Reconstruction and Development by John Hopkins Press, Baltimore, Maryland, 1967, p. 94.

these two locations are among the most developed areas in the district. The implications of development in terms of explaining such a variation in the two divisions is that whereas there was no any difference among the extension workers in their level of training, length in the agency and even formal education as we shall see in the next sections, there exists some differences in the degree of clients sophistication, modernization etc as a result of variation in development. Under such an environment, it is likely that the extension workers in northern division would not have much of role to play as agents of change or source of innovations for many of the clients would already be as well informed on the innovations as the extension workers or even more. This would then mean that extension workers would not regard or perceive some of the extension workers as competent and knowledgeable in their fields or work.

RELATIONSHIP BETWEEN TYPE OF EXTENSION WORK AND ROLE ORIENTATION. CREDIBILITY AND EMPATHY.

The definition of type of extension work in our study, is synonymous with the type of extension worker, therefore the two are used interchangeably in our discussion in this sub-section. Our findings as shown by tables 25 and 26 below on the role orientations of the three types of the extension workers that is those in crop division, veterinary and community development indicates that those in

veterinary division tended to be relatively more bureaucratic oriented and were also rated to be less client oriented, while those in community development tended to be less bureaucratic oriented and were rated to be more client oriented whereas those in crop division tended to be moreless equally distributed in both bureaucratic and client orientations.

Table 25: RELATIONSHIP BETWEEN TYPE OF EXTENSION WORKERS AND THEIR BUREAUCRATIC ORIENTATION.

		TYPE OF EXTENSION WORKERS		
		CROP DIV. WORKERS	VETERINARY WORKERS	COMM. DEV. WORKERS
DEGREE OF BUREAU-CRATIC ORIENTATION	HIGH	34%	46.2%	11.1%
	MEDIUM	39.6	15.4	33.3
	LOW	26.4	38.4	55.6
	TOTAL %	100%	100%	100%
	BASE=75	53	13	9

These findings or relationships suggests that there might be factors in the type of the extension work which influences or dicates to some extent their role orientation. From our own findings we can argue that organizational factors such as rate of transfer would be one of the possible factors, because as we noted in chapter IV, 46.2% of the extension workers in veterinary, indicated as having been transferred

We can also tentatively suggest that their methods of approaching the people or their clients and the nature of the innovations being pushed by them

Table 26a: RELATIONSHIP BETWEEN TYPE OF EXTENSION WORKERS AND THEIR CLIENT ORIENTATION.

		TYPE OF EXTENSION WORKERS		
		CROP DIV. WORKERS	VETERINARY WORKERS	COMM. DEV. WORKERS
DEGREE OF CLIENT ORIENTATION	HIGH	37.7%	23.1%	44.4%
	MEDIUM	26.4	23.1	33.3
	LOW	35.9	53.8	22.2
	TOTAL %	100%	100%	100%
BASE=75		53	13	9

to more than two work places or areas in the last three years as compared to 40.4% of those in crop division and only 11.1% of those in community development and as we have also noted in earlier in this section that high rate of transfer is associated with increased extension workers bureaucratic orientation and decreased client orientation whereas less frequent transfer is associated with decreased bureaucratic orientation and increased client orientation we can then suggest that the variations in role orientations between the three types of workers can be explained partly by variation in the rate in which they were being transferred.

We can also tentatively suggest that their methods of approaching the people or their clients and the nature of the innovations being pushed by them

might have some bearing on their role orientations. For example, as we noted in chapter two that whereas the CDA's method or technique of approaching the people has been essentially that of persuading and convincing them and also of involving the local community, and leadership and utilization of some of the institutionalized groups such as cooperative work groups like myethya etc. those in crop division and veterinary have tended to direct or order the people to do what they wanted to be done. Furthermore, the nature of innovations being pushed might be another possible explanation of such variation in role orientation. For example whereas the CDA's deals with activities such as those listed in the beginning of chapter IV, on the event of outbreak of crop or animal diseases these in crop division or in veterinary might be directed to use force or some sort of coercion to combat the diseases in some cases by even complete elimination of the crops or livestock or in the case of those in veterinary by enforcing quarantine or limiting the movement of livestock which in for some of the people who don't understand the necessity of such measures as being for their own benefit and that of the community at large might possibly feel that the extension workers are harsh and cruel on them. But again such actions also implies the manner in which the extension workers handle the situation. With proper persuasion and convincing of such actions, the people might not feel as much weight as they do when they are blindly

forced to do them. In addition, it might be that by the very nature of agriculture and especially veterinary being more technical occupations, they need to be more precise and more careful in following the instructions which leaves the extension worker with less descretion when performing their duties than are the CDAs, which by our defination implies being more bureaucratic oriented.

Other reasons or possible explanations which are not examined in our study might include differences in leadership styles, centralization of decision making, degree of formalization of rules and procedures or differences in group norms of informal structures organized on departmental lines.

Furthermore, an argument like that given above, seems to be reflected in the extension workers credibility, if we take an assumption that such an argument is likely to lower the extension workers credibility. For example table 27 below shows that although there was relatively little significance among those who were rated to be of high credibility between the three types of the extension workers, there is a significant difference among those rated to be of medium or low credibility. For example, whereas only 26.4% of those in crop division were rated to be of medium credibility, there were 38.5% of those in veterinary in this categories and the majority of CDA's 55.6% while those in crop division

were relatively more rated to be of low credibility 39.6% followed by the veterinary staff 23% and only 11.1% of those in community development. In addition, we can contribute the low credibility of those in crop division to some of the technical blunders they have made such as the Katumani maize case we noted in chapter II.

Table 26b: RELATIONSHIP BETWEEN TYPE OF EXTENSION WORKER AND THEIR CREDIBILITY.

DEGREE OF CREDIBILITY	TYPE OF EXTENSION WORKER		
	CROP DIV. WORKER	VETERINARY WORKER	COMM. DEV. WORKER
HIGH	34%	38.5%	33.3%
MEDIUM	26.4	38.5	55.6
LOW	39.6	23	11.1
TOTAL %	100%	100%	100%
BASE=75	53	13	9

Although there was no much significant difference among the three types of extension workers in their empathy towards their clients, those in crop division were relatively rated to be more empathetic than the others. For example, whereas there were 36.5% of those in crop division rated to be high empathetic, 36.5% medium, 28.9% low, in veterinary 30.8% were rated high empathetic, 23.1% medium and the majority 46.1% were of low empathy.

While in community only 28.9% were rated to be high empathetic, 46.1% medium and 22.2% of low empathy.

One of the possible explanation for those in crop division to be relatively rated of higher empathy than those in community development and veterinary, though the difference is a slight one, might be perhaps in the extent in which those in crop division deal with their clients on individual bases and in the extent in which they come into contact with the individual clients. For most of the extension workers in community development and in veterinary have longer work areas, in most cases each being incharge of a location which makes it difficulty to concentrate on an individuals problems and needs for a substantial time whereas those in crop division have a sublocation to cover and usually make individual farm visits and are consequently able to concentrate on their clients problems and needs relatively more than the CDA's and the veterinary staff. Infact the CDA's usually tends to deal with their clients on community level and in more often with the local community leaders or representatives of various community projects and activities. Such an argument tends to suggest that extension workers' empathy is to some extent influenced by the degree they come into contact with the individual clients.

SECTION II

PERSONAL ATTRIBUTES

RELATIONSHIP BETWEEN AGE AND EXTENSION WORKERS' ROLE ORIENTATION, AND CREDIBILITY.

23.7% The findings indicate that there is a low positive association of gamma = 0.21 between extension workers age and how they were rated to be client oriented. That is the older extension workers were rated to be relatively more client oriented than the younger extension workers, as shown in table 27 below.

Table 27: RELATIONSHIP BETWEEN AGE AND CLIENT ORIENTATION.

		EXTENSION WORKERS AGE IN YEARS			
		51 and above	50-41	40-31	30 and below
DEGREE OF CLIENT ORIENTATION	HIGH	53.8%	41.7%	26.1%	26.7%
	MEDIUM	15.4	20.8	39.1	26.7
	LOW	30.8	37.5	34.8	46.6
	TOTAL %	100%	100%	100%	100%
BASE=75		13	24	23	15

Gamma = 0.21

In order to understand the possible explanation of this relationship, the corresponding age of the clients interviewed was matched with that of the extension workers. It was found that among the 340 clients interviewed, 62% were above 51 years of age, 23.7% between 50-41 years, 27.7% between 40-31, and 13.6% were under the age of 30 years. Such a concurrence between the extension workers' client orientation and their clients age tends to suggest that a good number of the older clients were likely to perceive the older extension workers as being more client oriented than the younger ones. Another possible explanation might be perhaps be found in the social role of age among the Akamba, in that it is a very important factor determining the social status, responsibilities and obligations. The older people in general enjoys some respect due to their age as well as holding some social responsibilities and obligations in the community, hence they are often being inclined or impelled to be oriented towards the community than are the younger generations.

However, the findings indicated that there was much less significant relationship between extension workers age and their bureaucratic orientation though the younger ones tended to be slightly more bureaucratic oriented than the older ones. These two role orientations seems to have been lowered by the CDAS who were younger but relatively more client oriented and less bureaucratic oriented.

Our findings also show that, although there is a low positive association of gamma = 0.19 between extension workers age and their perceived credibility, the older extension workers were generally rated to be relatively of higher credibility than the younger ones as shown by table 28 below.

Table 28: RELATIONSHIP BETWEEN AGE AND CREDIBILITY.

		EXTENSION WORKERS' AGE IN YEARS				
		51 and above	50-41	40-31	31 and below	
DEGREE OF CREDIBILITY	HIGH	53.8%	29.2%	34.8%	26.7%	
	MEDIUM	30.8	33.3	39.1	26.7	
	LOW	15.4	37.5	26.1	46.7	
TOTAL %		100%	100%	100%	100%	
BASE=		75	13	24	23	15

This relationship seems to stand out especially when we compare the difference between the oldest group of extension workers, that is, those above the age of 51 and the youngest group that, is those below the age of 30 years. We can note that whereas the majority of those who were above the age of 51, 53.8% were rated to be of high credibility 30.8% medium and only 15.4% low credibility, only 26.7% of the latter group was rated to be of high credibility 26.7% medium and the majority 46.7% were rated to be of low credibility.

In summary we can then note that there seems to be some relationship between extension workers age and their role orientation and credibility. However as our sample of the extension workers was small to enable us to carry some statistical control on some of these variables, we should view these relationships with the consideration of that age is related to extension workers level of education and their length of services in their present departments as we noted in chapter IV. This is important because as we shall see below, that extension workers role orientation and credibility is also influenced by their level of education, length in the agency and the period of training.

RELATIONSHIP BETWEEN LEVEL OF FORMAL EDUCATION AND ROLE ORIENTATION, EMPATHY AND CREDIBILITY.

Table 29 below shows that the less educated extension workers were more client oriented than the more educated ones. In other words there is a low negative association $\gamma = 0.21$ between extension workers level of formal education and their orientation towards their clients. This tends to emphasize that homophily in personal attributes between extension workers and their clients is important in determining extension workers' client orientation especially when we know that the largest percentage of rural people interviewed were old as we have already noted in the

previous sub-section and that we can also infer that they are less educated.

Table 29: RELATIONSHIP BETWEEN LEVEL OF FORMAL EDUCATION AND CLIENT ORIENTATION.

		EXTENSION WORKERS LEVEL OF EDUCATION		
		FORM I-IV	STD V-VIII	STD IV AND BELOW
DEGREE OF CLIENT ORIENTATION	HIGH	17.6%	40.5%	43.8%
	MEDIUM	29.4	30.9	12.5
	LOW	52.9	28.6	43.8
	TOTAL %	100%	100%	100%
BASE=75		17	42	16

Gamma = 0.21

However, the relationship between extension workers bureaucratic orientation and their level of formal education, indicated a negligible association. This being attributed to the fact that though most of the CDAs were relatively more educated, they were less bureaucratic oriented.

Our findings also show that there is some significant differences between extension workers level of formal education and their perceived credibility and empathy towards their clients. It was noted that

the extension workers who had received formal education of between Std. V - VIII were rated to be of relatively more credibility and empathetic towards their clients followed by those who had not gone beyond std iv while those with secondary school education were relatively rated to be of lower credibility and empathy towards their clients as shown by tables 30 and 31 below. This trend of relationship has consequently resulted in low gammas because this measure gives an extreme correlation or corner correlation. The respective gammas are 0.18 for credibility and gamma of zero in empathy.

Table 30: RELATIONSHIP BETWEEN LEVEL OF FORMAL EDUCATION AND CREDIBILITY.

		LEVEL OF FORMAL EDUCATION		
		FORM I-IV	STD V-VIII	STD IV AND BELOW
DEGREE OF CREDIBILITY	HIGH	37.5%	38.1%	23.5%
	MEDIUM	31.3	35.7	29.4
	LOW	31.3	26.2	47.1
	TOTAL %	100%	100%	100%
BASE=75		16	42	17

Gamma = 0.18

Table 31: RELATIONSHIP BETWEEN LEVEL OF FORMAL EDUCATION AND EMPATHY.

	LEVEL OF FORMAL EDUCATION		
	FORM I-IV	STD V-VIII	STD IV AND BELOW
HIGH	23.5%	42.9%	18.8%
MEDIUM	35.3	33.3	43.8
LOW	41.2	23.8	37.5
TOTAL %	100%	100%	100%
BASE=75	17	42	16

Gamma = zero

Our findings which shows that the most educated extension workers, that is, those who had secondary education are less empathetic with their clients, tends to support Mbithi¹ who noted that Kenyas education system tended to produce change agents with little empathy with the small farmers and his problems and needs. While the findings that the most credible extension workers were those who had received formal education of between std. V-VIII also tends to support Lenards² study which he notes that;

1. Mbithi P.M. "Innovations in rural development" I.D.S. paper p. 13.

2. Lenards D.K. "Organizational structures for productivity in Kenyan Agricultural Extension". Discussion paper No. 154, p. 4.

"Contrary to expectations, this improvement in formal education of extension workers has not always been a good thing. Among agricultural extension agents, those with upper primary education (standard V, through certificate of Primary Education) have a clear tendency to know more than those with either secondary education or with only lower primary schooling. This tendency is evident in all technical areas tested -----".

He attributed such low credibility of secondary school extension workers to their long time in school (almost certainly a boarding one) to have cut them off from much farming experience.

While the low degree of credibility for those who had not gone beyond standard IV, might be possibly be due to their difficulty in learning technical subjects related to their work, which more often require at least a certain minimum level of formal education background. Furthermore, they are also much more limited in other sources of information especially those which pertains to their fields in that such information is usually written in rather technical languages. In otherwords, education level of standard iv or below seems to be too low for understanding technical fields such as in agriculture and veterinary where all of the extension workers who have formal education of below standard iv, in our study belong to this category as we had noted in chapter iv.

RELATIONSHIP BETWEEN LENGTH OF TRAINING AND ROLE ORIENTATION, CREDIBILITY AND EMPATHY.

It was found that the clients who had received more training tended to be more bureaucratic oriented and less client oriented while those who had received less training were less bureaucratic oriented and more client oriented as shown by tables 32 and 33 below.

Table 32: RELATIONSHIP BETWEEN LENGTH OF TRAINING AND BUREAUCRATIC ORIENTATION.

DEGREE OF BUREAUCRATIC ORIENTATION	LENGTH OF TRAINING IN MONTHS			
	15 AND ABOVE	14-10	9-5	4 OR LESS
HIGH	52.6%	18.2%	28.6%	27%
MEDIUM	31.6	54.5	42.8	29.7
LOW	15.8	27.3	28.6	43.3
TOTAL %	100%	100%	100%	100%
BASE=75	19	11	7	37

Such a relationship might be possible be explained by the fact that the extension workers who had received more training are usually those in veterinary and the more educated and the younger ones for example most the secondary graduates usually are trained for about two years before going into the field. And as we had earlier on noted, that those in veterinary and the more educated the younger ones

Table 33: RELATIONSHIP BETWEEN LENGTH OF TRAINING AND CLIENT ORIENTATION:

		LENGTH OF TRAINING IN MONTHS				
		15 AND ABOVE	14-10	9-5	4 OR LESS	
DEGREE OF CLIENT ORIENTATION	HIGH	26.3%	36.4%	42.9%	40.5%	
	MEDIUM	31.6	36.4	28.6	21.6	
	LOW	42.1	27.2	28.6	37.8	
	TOTAL %	100%	100%	100%	100%	
BASE =		75	19	11	7	37
Gamma =		-0.16				

were relatively more inclined to be bureaucratic oriented and lesser inclined towards their clients then it is likely that they might have inflated the high bureaucratic category of extension workers and the low client category.

Another possible explanation might be that those who are usually selected for the training and especially for the one or two week in services are more often the good disciplined and those who tend to identify themselves with their agencies regulations rules and procedures which according to our definition are some of the bureaucratic characteristics.

These findings might also be suggesting that receiving more training had not made the extension

workers to be more client oriented or in other words, the training centres might not have been emphasizing on the need or necessity of the extension workers to be client oriented which is apparently important for extension workers effective communication and motivation of their clients.

The findings as shown in table 34 below also indicates a low positive association of the magnitude of gamma = 0.16 between the extension workers length of training and their perceived credibility. On average, those who had received more training were rated to be of higher credibility than those who had received less training. That is to say that those who had received more training were also perceived to be competent and knowledgeable in their work than those who had not.

Table 34: RELATIONSHIP BETWEEN LENGTH OF TRAINING AND CREDIBILITY.

		LENGTH OF TRAINING IN MONTHS			
		15 OR MORE	14 - 10	9 - 5	4 OR LESS
DEGREE OF CREDIBILITY	HIGH	42.1%	54.5%	42.9%	32.4%
	MEDIUM	31.6	27.3	14.3	32.4
	LOW	26.3	18.2	42.9	35.2
TOTAL %		100%	100%	100%	100%
BASE =		75	19	11	7
Gamma =		0.16			

This means that, if we assume that client orientation characteristics such as personalization and informalization of their relationships with clients, strong feelings of loyalty to their clients, participation and involvement in community affairs and activities and even devotion to personal problems all of which are important if the extension workers will have to foster a belief among their clients that they are trustworthy and also for establishing a rapport and an acceptable level of interpersonal trust with their clients which is a prerequisite for successful communication between them and their clients. With such an assumption, we can then say that though extension workers training does tend to increase their technical ability or skills, and hence increase their perceived level of credibility, it seems that it does not improve their communicating techniques or approach to the people.

RELATIONSHIP BETWEEN LENGTH IN THE AGENCY AND ROLE ORIENTATION, EMPATHY AND CREDIBILITY.

The findings indicate that there is much less significant relationship between extension workers length in the agency or the particular department or work they were doing and their role orientation or their empathetic ability. However it did show that there was positive relationship of a magnitude of $\gamma = 0.14$ between extension workers length in the

agency and their perceived credibility. That is to say that those who had served for a longer period were relatively rated to be of higher credibility than the relatively new-comers as shown by table 35 below.

Table 35: RELATIONSHIP BETWEEN LENGTH IN THE AGENCY AND CREDIBILITY.

		LENGTH IN THE AGENCY IN MONTHS			
		20 AND ABOVE	19 - 15	14 - 10	9 AND BELOW
DEGREE OF CREDIBILITY	HIGH	43.5%	35.3%	27.3%	29.2%
	MEDIUM	30.4	41.2	54.5	33.3
	LOW	26.1	23.5	18.2	37.5
	TOTAL %	100%	100%	100%	100%
BASE =		75	23	17	11
					24

Gamma = 0.14

This relationship implies that experience is important or a factor influencing extension workers credibility because those who had worked for a longer period must have acquired more experience in their fields and that's why they were probably rated to be of higher credibility than those who had not worked for a long period, and whom can be implied to have acquired less experience. Experience can furthermore be considered to be a crucial factor especially among the type of extension workers we are dealing with, whom as we noted in chapter iv, most of them had

not only received a relatively low level of formal education, education being an important attribute in that it can determine their learning capacity or ability but also because we noted that most of them had received a relatively shorter period of training, even some of them being put in the field with hardly any knowledge and technical skill on their jobs.

That a development strategy based on service development is more relevant and will have a long time validity in India, and although there are several ways of developing the rural areas, one of the most important ways of developing the rural areas is by accelerating the process of transferring technology to the rural areas or in other words by increasing the absorption rate of modern scientific knowledge and especially among the peasant farmers. For an increased transfer of technology to the rural peasant class will not only increase rural output of income and will also precipitate a chain of desirable rural changes such as raise the standard of living, increase income, bring about increasing the production capacity, expansion of rural areas, and leading to economic recovery, assured job creation, maintenance and growth, and ultimately arresting the present high rate of rural to urban migration with the consequent urban problem of employment, housing, prices, and so on.

and such a strategy for rural development, where also services will have one of the most important roles to play and it will be necessary for them to be

CHAPTER VII

SUMMARY AND CONCLUSIONS

In this study, we have noted that the current urbanization and centralized industrialisation strategies in Kenya can not by itself alone relieve the increasing strains on rural resources being imposed by the present high rate of rural population growth. This implies that a development strategy based on rural development is more relevant and will have a long time viability in Kenya. And although there are several ways of developing the rural areas, one of the most important ways of developing the rural areas is by accelerating the present rate of transferring technology in the rural areas or in otherwards by increasing the adoption rate of income generating innovations and especially among the peasant farmers. For an increased transfer of technology to the rural peasant farms will not only increase rural output or incomes but will also precipitate a chain of desirable rural changes such as raise the standard of living, increase labour demand thus increasing the population absorptive capacity of rural areas, make farming an attractive career, attract job creating businesses into rural areas, and consequently arresting the present high rate of rural to urban migration with its subsequent urban problems of employment, housing, crimes, slums etc.

With such a strategy for rural development, extension services will have one of the most important part or role to play and it will be necessary for them to be

on integral part of rural development. And although at present Kenya is utilizing several means of disseminating technology to rural areas such as mass media like radio and print; farmer training centres; farmers organizations etc, field workers especially the grassroot level extension workers will remain an important source of innovations for a long time in a country with a fair amount of illiteracy and inadequate mass communication like Kenya. Furthermore, they are also important in that they come into contact with the people, they can test and improve suitable methods under local conditions, test the reactions of the people concerning new methods, can be used to find out priorities and special problems of each particular area, can be used as an important link between the research stations and the local people, and can have a lot of influence on the perception of the effect of innovations.

We also noted that the extension workers are not as effective as would have been desired because of many factors. This had led to much enquiry and studies into what factors might be influencing their effectiveness as agents of change. Most of these studies have tended to concentrate on identifying factors related to the source of the technology, the nature of technology, the choice of language and the channels used for disseminating innovations, the change agencies themselves, local factors such as draughts, land potentials and socio-economic factors related to the receptors of the innovations etc. However most of

these studies have not directly focused on the relationship between extension workers and their clients or the farmers. This study has focused into such a problem not only to attempt to fill the gap, but also because the relationship between extension workers and their clients is a crucial one for any effective transfer of technology to occur. In other words: the extension workers' effectiveness to influence or to successfully play their role as agents of change by and large depends on the nature of their relationship with their clients.

It was also found that there were many factors which influenced the extension worker-client-relationship some of which we identified as being related to; the communicating techniques which included the language and media (specifically mass media) used in disseminating the technology, the communicating skills and methods of approach used by the extension workers including their past historical approach; homophily that is the degree of disparity between extension workers personal attributes such as their social status, level of education, age, sex, technical ability etc and their clients; Extension workers' role orientation and especially their bureaucratic and client orientations; organizational factors such as, research stations and more particularly the change agencies degree of centralization of programmes, and their policies such as the transferring of the extension workers, their communication systems and degree of coordination with the agency and with other agencies,

and the ration of extension workers to their clients, geographical area they have to cover, and work activities. We also noted that social-cultural values and structures such as the traditional farming taboos and traditionally instituted structures like cooperative work group did influence extension worker-client relationship. Another equally important influencing factor we noted was the appropriateness of the technology in terms of ecology and the target group that is whether the technology was appropriate for small or large scale farmers, and also the manner in which the extension workers were advicing the clients to apply it.

Such factors though not exhaustive were considered to be important in that they did influence extension workers degree of credibility, empathy, persuasion ability and work performance all of which could be considered as important determinants of extension worker client relationship and hence their effectiveness as agents of change. However as we have seen that there could be many possible factors influencing extension worker-client relationship, we decided to limit our study by relating how extension workers role orientation, personal attributes and organizational factors influence their relationship with their clients. First we tested the hypotheses that while extension workers bureaucratic orientation was inversely related to their perceived degree of client orientation, credibility, empathy, persuasion ability and work performance, their client orientation was posively related to these variables. And that

while the extension workers who exhibited a combination of high in bureaucratic and client orientations or low in bureaucratic and high in client orientations were also likely to be rated of higher credibility, empathy, persuasion ability, and work performance while those who exhibited a combination of low degree in both orientations or high in bureaucratic and low in client orientations were likely to be rated low in these variables. Secondly we related extension workers' personal attributes such as their age, level of education, length of training, and length of time in the particular agencies as well as organizational factors such as the rate of which they were transferred, type of extension work, administrative division they were working in and their role orientation, credibility and empathy towards their clients.

MAJOR FINDINGS

DISTRIBUTION OF EXTENSION WORKERS' PERSONAL ATTRIBUTES AND ATTITUDE.

Before testing our hypotheses and relationships we found it important to get a clearer picture of the extension workers we were dealing with by briefly reviewing their distribution of personal attributes or characteristics and their attitude towards their work.

It was found that most of the extension workers were fairly old and many had served in their present

departments as far back as beyond 1950's. Furthermore most of them had achieved a remarkably low level of formal education background and especially those in crop division of ministry of agriculture. Another finding was that most of them had been put in the field with very little initial training and especially those who worked at the sublocational level who were also mainly from the crop division and to some extent those who were from community development.

It was also noted that most of the extension workers held high ambitions of being promoted especially the younger and the more educated ones, but that such ambitions are being much frustrated because both the Ministry of Agriculture and the community development department had a large number of promotion bars. This frustration was further being aggravated by other poor working conditions which also tended to limit them from performing their duties more effectively such as lack of means of transport, large and densely populated work areas for each extension worker, high rates of transfer, low salaries lack of cooperations and support from both their seniors and the provincial administrators especially the chiefs and the assistant chiefs.

Such working conditions had led most of the extension workers to be unsatisfied with their present occupations. It was found that half of those interviewed were unsatisfied with their present occupations and especially relatively a higher percentage.

of those in crop division. If then we assume that promotion prospects and job satisfaction are a kind of measure for workers morale, and that morale is associated with work productivity, as it has been shown by many studies, then the morale of a large percentage of the extension workers should be low and subsequently it should have lowered their effectiveness and productivity.

ROLE ORIENTATIONS

It was found that extension workers bureaucratic orientation was not necessarily incompatible with their orientation towards their clients. This suggested that extension workers could have various bureaucratic and client orientation combinations. It was also noted that extension workers credibility, empathetic ability, persuasiveness and work performance were not influenced or related to their bureaucratic orientation. However, all these four variables were strongly related or influenced by extension workers client orientation which supported our assumptions that client orientation characteristics would tend to make the extension workers to be perceived of higher credibility, empathy, persuasion ability and work performance by their clients.

However the bureaucratic orientation which did not have any impact on credibility, empathy, persuasion and work performance was attributed to several factors such as our research design which unlike client orientation, credibility, empathy, persuasiveness and work performance, was measured by extension

workers self rating and that as most of the extension workers might have been aware of what they are supposed to be, it was likely that they might have idealized themselves rather than indicating what they were, or what they practiced in reality. Another possible reason was thought to be that the concept of bureaucratic orientation might not be existing in our ministries or department and especially in rural areas.

In otherwards it was thought that we might have been imposing the concept bureaucratic orientation on an environment where it did not exist. Or perhaps if it existed, then it might be still quite rudimentary as to have strong impact on the extension worker client relationship.

Such suggestions as those given above tended to be supported or confirmed when we categorize the extension workers into major possible combinations of bureaucratic and client orientations. The findings clearly indicated that client orientation was the one which determines the extension workers degree of credibility, empathy, persuasion ability and work performance as perceived by their clients rather than their bureaucratic orientation.

ORGANIZATIONAL FACTORS:

Our findings indicated that organizational factors such as the rate of transferring extension workers, whether they were working in their area of

origin or not, the administrative division in which they were working and the type of extension work did have a remarkable influence on extension workers role orientation, credibility and empathy towards their clients for example;

It was noted that frequent transfer of the extension workers was associated with increased bureaucratic orientation and decreased client orientation and also tended to lower their credibility while less frequent transfer was associated with decreased bureaucratic orientation and increased client orientation. Furthermore those who were less often transferred tended to be rated of higher credibility. Such a relationship was attributed to the fact that unlike the less frequent transferred extension workers, the more often transferred were denied enough or sufficient period to either establish a sound social relationships with their clients or to prove their worthiness or ability especially when we know that they have large areas to cover and also that some innovation needs a very long period of time before people can notice their benefits or advantages.

The above relationship tended to be reflected by whether the extension workers were working in their home areas or in different ones. For those who were working in their home areas were rated to be more client oriented than were the outsiders rated.

This tended to confirm that length of residence is necessary for an individual to establish strong social relationships with the people.

Another important finding was that extension workers credibility did vary between the two divisions where the research carried out. Those in northern division were relatively rated to be of lower credibility than those in western division. Such variation was attributed in differences in the two division in; extension workers rate of transfer; differences in the reactions of forced colonial extension services of Ministry of Agriculture; and differences in the extent in which the two divisions were developed.

The type of extension work is another factor which proved to influence extension workers role orientation, credibility and empathy. It was found that those in veterinary department tended to be more bureaucratic and less client oriented whereas those in community department tended to be more client and less bureaucratic oriented while those in crop department tended to be moreless equally distributed in both client and bureaucratic orientations. Furthermore those in crop and veterinary departments were relatively rated to be of lower credibility than the CDAs. While those in crop division were relatively rated to be of high empathetic ability than those in either veterinary or community development.

Such a variation in role orientation, credibility and empathy among the three types of extension workers suggests that there might be factors which varied differentially but which influences role orientation, credibility and empathy. Such factors as differences in; rates of transfer, techniques of approaching their clients, the nature of technology, leadership styles, centralization of decision making, degree of formalization of rules and procedures or differences in group norms of the informal structures organized on departmental lines were thought to be some of the possible causes of differences or variations in role orientation and credibility among the three types of extension workers. While those in crop division were probably rated to be of higher empathetic ability than those in veterinary or community development because the latter had larger work areas and could not possible devote more time on an individuals problems and needs as those in crop division who have relatively smaller work areas and usually make individual farm visits.

PERSONAL ATTRIBUTES

Our findings show that extension workers age did influence their role orientation and credibility. The findings indicate that the older extension worker were relatively rated to be of higher client orientation and credibility than the younger ones. However, due to the small size of our sample,

statistical control for other variables like education and length in the agency which related to age and had also some influences on extension workers role orientation and credibility, made it impossible to precisely establish the degree of relationship without these other influences. However we had some grounds to infer that it did influence credibility and their client orientation due to the important role which age plays among the Akamba people such as in social status, obligations and responsibilities.

The findings also indicated that the less educated extension workers were rated to be more client oriented than the more educated ones. This was attributed to the higher degree of homophily between the low level of education of the extension workers and their clients, which tends to be also low.

It was also noted that those who had received education level of between standard V-VIII were rated to be of higher credibility than either those who had not gone beyond standard IV or those who had received secondary education. Such a low credibility among secondary school leavers was attributed to Kenya education system which produces graduates without much farming experience while for those who had not gone beyond standard IV, it is because their level of education is too low for technical jobs like agriculture and veterinary which needs at least some minimum formal education level for improving ones' technical skill.

The relationship between extension workers length of training and their role orientation shows that those who had received more training were relatively more bureaucratic and less client oriented. Furthermore length of training showed to some extent that it influenced extension workers credibility in that the more trained tended to be rated of a higher credibility than those who had received less training period. These findings suggests that though training does increase extension workers technical skills and hence increase their credibility, it seems that it did not improve their communicating skill if we assume that client orientation is one of the important prerequisite of increased communication between extension workers and their clients.

It was also found that those who had served for a longer period were perceived to be of higher credibility than those who had served for a shorter period. This implies that experience which can be said to be acquired through long service does increase extension workers perceived level of credibility. In otherwords experience is an important asset especially among the type of extension workers we are dealing with in this study whom were relatively of low level of formal education and had received a shorter period of training.

IMPLICATION OF THE FINDINGS

This study has to some extent shown some of the major problems facing the extension workers as well as some of the root causes of defective extension worker-client relationship. For example it has shown that extension workers client orientation is an important determinant of their perceived degree of credibility, empathy, persuasion ability and work performance all of which influence the nature of extension worker client relationship. The findings also identifies age, education, rate of transfer, whether extension workers worker in their home areas or not and even the type of extension worker to be some of the factors influencing extension workers client orientation. Factors such as age, education, length of training, length in the agency, geographical region (e.g. Administrative division, location etc.) and type of extension work to be important factors influencing extension workers credibility while education and type of extension work were also rated to influence their empathetic ability.

These findings imply that a strategy aimed at improving extension workers' level of credibility, empathy, persuasion ability and work performance which are not only important determinants of extension worker-client relationship but also effectiveness of extension workers as agents of change should take into these variables, most of which can be manipulated

for increased effectiveness, for example;

1. Removal of inter-cadre promotion bars so as to provide meaningful work incentives and the improvement of other poor work activities such as lack of transport, low salaries, lack of cooperation and support from both extension workers seniors' and other agencies or ministries are likely to increase extension workers morale and consequently increase their enthusiasm in work and hence increase their productivity or effectiveness.

2. Less frequent transferring of the extension workers is likely to increase their client orientation as well as their perceived credibility.

3. Increased training on communicating skills of the extension workers in their Training Colleges or centres with a greater emphasis on proper methods of approaching clients, identification and realization of the importance of social values such as farming taboos to a given society and proper methods of countering rather than challenging them, and also increased stress on the need of the extension workers to be client oriented. Such a training would increase their credibility, persuasion ability etc. and hence increased effectiveness.

4. In addition to communicating skills, the extension workers in agriculture could also learn alot from community development interms of not only motivating the people but also increasing their credibility through the use of traditionally instituted

cooperative work groups such as myethya currently being utilized by the CDA's.

5. Consideration of the general level of development of a particular area and posting extension workers who are technically qualified for the average clients of that area will tend to avoid the dilemma of most of the clients being well informed and better off than the extension workers consequently the clients not only lose by not gaining from them but also perceive them to be of lower credibility like the Kangundo case where even some of the extension workers were learning agricultural practices etc. from their clients.

6. From the personal characteristics of the extension workers, we can learn that though the recruitment of a higher level of formal educated extension workers is increasingly becoming important with the general uplift in education level of the people, and also necessary for the learning ability of more sophisticated innovations such as in the modern farming methods, trainings tailored to increase their empathetic ability especially with the small scale farmers will have to be given priority in their training courses in order for them to effectively empathise with their clients and consequently be able to motivate them to adopt innovations.

Appendix (1)

INTERVIEW SCHEDULE FOR EXTENSION WORKERS.

Number of respondent -----

Good day, I am a student at the University of Nairobi. As part of my studies, I am collecting information from the extension workers in Ministry of Agriculture and Community Development Department of Ministry of Cooperatives and social services, concerning their work activities. This study has support from the relevant authorities, and your co-operation will be most appreciated.

1. Name ----- Department ----- Ministry -----

2. Area of work:
Division ----- Location ----- Sublocation-----

3. Age in years -----

4. Level of Education:

- 1. None ----- 2. Standard 1-iv ----- 3. Standard v-viii -----
- 4. Form 1-11 ----- 5. Form 111-iv -----
- 6. Form v and above.

5. a) Have you ever attended any type of training related to your present job? 1. Yes ---- 2. No. ----.

b) IF YES, What type or types of training and for how long?

	type of training	Years	Months	When
1.	-----	-----	-----	-----
2.	-----	-----	-----	-----
3.	-----	-----	-----	-----
4.	-----	-----	-----	-----

6. a) How long have you been with this agency or department?
Years ----- Months -----

b) 1) What position or grade do you hold at present?

ii) How long have you been in this position or grade?
Years ----- Months -----

iii) Do you hope that you will be promoted to the position or grade above that you are presently holding?

1. Yes ----- 2. No. -----

1v) IF YES, How soon do you think you will be promoted to that position?

- 1. Very soon -----
- 2. Soon -----
- 3. Uncertain -----
- 4. Will take some time -----
- 5. Will take a long time -----

7. Do you come from the same area in which you are working at present time or do you come from another area?

- 1. The same area -----
- 2. Another area -----

Now I would like to change the topic and ask you a few questions on matters related to what you might have experienced and what you aspire in this type of career.

8. Why did you join this type of career?

9. What do you like or what major satisfactions do you get from this type of job?

10. What major frustrations do you think you get from this type of job?

11. What things do you most aspire to achieve in your job?

12. What sort of career expectations did you have when you first joined this job?

13. How much of these career expectations do you generally feel you have achieved?

- 1. Most ----- 2. Some -----
- 3. Little ----- 4. None -----

14. a) Have you given any thought of seeking an entirely different career from the one you are presently working?

- 1. Yes ----- 2. No. -----

b.1) IF YES: What kind of career have you considered?

11) What makes it attractive to you?

c) IF NO: Why have you not considered?

15. All things considered, how much would you say you are satisfied with your present occupation?

- 1. Most satisfied ----- 2. Satisfied -----
- 3. Unsatisfied ----- 4. Most unsatisfied -----

16. Here is a list of some statements which I would like to know your opinion about them and some on the extent to which you practice them.

	Hardly any at all	Not much	Some	Quite abit	A very great deal.
a) How much freedom do you have in general to disregard rules and procedures and to try new or different ones when you feel the situation calls for them?	1	=2	3	4	5
b) To what extent are your duties and responsibility guided by rules and regulations of your job?	1	2	3	4	5
c) When something goes wrong with the innovation you are trying to push or people do not want to follow what you tell them, how much do you feel the failure ought to be blamed on your agency.	1	2	3	4	5
d) How often do you deviate from the administrative directives, rules and procedures in the interest of serving your clients?	1	2	3	4	5
e) How often do you deal with your clients in the course of your duty on personal level?	1	2	3	4	5

- f) How much often do you feel it is better to be loyal to your employer than to your clients? 1 2 3 4 5
- g) To what extent would you say you discuss matters concerning your work with your clients outside duty hours? 1 2 3 4 5
- h) A client tells you of his problems but which do not relate to your work how often do you attempt to solve them?
- i) In general, how much of your work time would you judge is spent handling clients problems which do not relate to your duties? 2 3 4 5

For the following statements, I would like to know how much you strongly agree, agree, not decided, disagree or strongly you disagree with them.

- | | Stro-
ngly
agree | Agree | Not
deci-
ded | Dis-
agree | Strong-
ly dis-
agree |
|--|------------------------|-------|---------------------|---------------|-----------------------------|
| j) Being able to pursue a career in administration within my department is very important to me. | 1 | 2 | 3 | 4 | 5 |
| k) Getting the chance of taking on progressively more administrative responsibilities in my department is important to me. | 1 | 2 | 3 | 4 | 5 |
| l) Going for further training or refresher courses in my field without getting promotion is a waste of time. | 1 | 2 | 3 | 4 | 5 |
| m) It is wrong under any circumstances to deviate from the rules and procedures in my work. | 1 | 2 | 3 | 4 | 5 |

n) It is important to be 1 2 3 4 5
impersonal when dealing
with my clients in the
course of my duty.

Lastly, I would like to change the topic again and ask you a few questions, which I would like you to indicate the course of action or decision you might have been taking or you would have taken in the following situations.

17. a) Clients comes to you with critical problems related to your work after the official hours have ended. What do you normally tell them or what would you often do?

b) With less critical problems -----

18. Imagine you are faced with a situation of the same intensity whom you have either to attend immediately on matters related to your employer or seniors and immediate matters related to your clients which ones would you normally first attend to?

- 1. Employer or seniors -----
- 2. Clients -----

Appendix (ii)

INTERVIEW SCHEDULE FOR CLIENTS.

Number of respondent -----

Good day, I am a student at the University of Nairobi. I am interested in asking you a few questions about your own opinions or what you feel on some of the workers in agriculture, veterinary and community department who serve you or who are supposed to serve you in this area. This is part of our studies and so that you can feel free to say whatever you please, we have made it a rule to keep information about what is said by a particular person private and confidential. Your cooperation will be most appreciated.

1. Area of Residence:

Division ----- Location ----- Sublocation -----

2. Do you know the following extension workers?

Name of the extension work.	Department	1. Yes	2. No.
1. -----	-----	1	2
2. -----	-----	1	2
3. -----	-----	1	2
4. -----	-----	1	2

Proceed to interview only on the extension workers he or she identifies as knowing them.

Hardly any at all	Not much	Some	Quite a bit	A very great deal.
1	2	3	4	5

3. How much do you feel each of the following extension worker participates in social, economic and political activities with the people in this area?

- 1. -----
- 2. -----
- 3. -----

4. To what extent does each of them attempt to solve your problems which you tell them but which are not related to their duty or work.

- 1. -----
- 2. -----
- 3. -----

5. To what extent do you think each of them follows more of what his employment requires him to do than what you and other people here wants him to do? 1 2 3 4 5

- 1. -----
2. -----
3. -----

6. To what extent do you think that each of them deviates from directives rules and procedures of his employer in the interest of helping you? 1 2 3 4 5

- 1. -----
2. -----
3. -----

7. To what extent do you discuss with each of them on your problems but which do not relate to his duty or work? 2 3 4 5

- 1. -----
2. -----
3. -----

8. How much time is each of them prepared to spent his time on your problems after his duty hours is over? 1 2 3 4 5

- 1. -----
2. -----
3. -----

9. How much is each of them prepared to spend his time on people who are not interested in what he is doing or telling them? 1 2 3 4 5

- 1. -----
2. -----
3. -----

10. When dealing with you in the course of their duty, for each of them, do you feel he is more personal or impersonal in his approach.

- 1. Personal Impersonal
2. -----
3. -----

11. For each of them, would you say that he is the sort of person who is usually willing to listen or help you any time you approach him?

- | | | |
|----------|--------|---------|
| 1. ----- | 1. Yes | 2. No. |
| 2. ----- | 1 ---- | 2. ---- |
| 3. ----- | 1 ---- | 2. ---- |

12. When someone is in a serious problem, there are some people who seem to be most concerned about doing something on it and there are others who seem not to be concerned about doing something on it. In general what do you think or feel for each of the following? Do you think or feel that he is the sort who gets much concerned about peoples problems or do you feel that he is the sort who do not mind?

- | | | |
|----------|-----------------------|------------------------------|
| 1. ----- | 1. The sort who minds | 2. The sort who do not mind. |
| 2. ----- | 1. ----- | 2. ----- |
| 3. ----- | 1. ----- | 3. ----- |

13. Suppose you are requested to recommend the following as men of the people, How much would you recommend each of them?

- | | | | | | |
|----------|-----------------------|----------------|------------------|----------------------|------------------------------|
| 1. ----- | 1. Strongly recommend | 2. Reco- mmend | 3. Not dec- ided | 4. Not rec- omm- end | 5. Strong- ly not recom- end |
| 2. ----- | 1. ----- | 2. ----- | 3. ---- | 4. ---- | 5. ----- |
| 3. ----- | 1. ----- | 2. ----- | 3. ---- | 4. ---- | 5. ----- |

14. How much do you think or feel that each of them is competent and knowledgeable in his work or field.

- | | | | | | |
|----------|---------------|----------|------|------------|--------------------|
| | Hardly at all | Not much | Some | Quite abit | A very great deal. |
| 1. ----- | 1 | 2 | 3 | 4 | 5 |
| 2. ----- | 1 | 2 | 3 | 4 | 5 |
| 3. ----- | 1 | 2 | 3 | 4 | 5 |

15. How much for each of them do you feel he has persuaded you to do or follow what he is telling you.

- | | | | | | |
|----------|---|---|---|---|---|
| 1. ----- | 1 | 2 | 3 | 4 | 5 |
| 2. ----- | 1 | 2 | 3 | 4 | 5 |
| 3. ----- | 1 | 2 | 3 | 4 | 5 |

16. Here is a scale which shows how someone tries to feel like what another feels or rather how someone tries to put himself in another's position. Mark one shows someone who is no where near the feelings of the other and who is not taking the trouble to, while mark four shows someone who understands the emotional situation of the other person. For each of these extension workers, I would like you to indicate where you think he best fits when normally dealing with you.

	Name of extension worker		
	1 -----	2 -----	3 -----
1. Does not listen to what you say.	1	1	1
2. Listens to you but does not discuss your problems.	2	2	2
3. Discusses your problems but dismisses them as unimportant.	3	3	3
4. Discusses your problems and understands how important it is to you.	4	4	4

17. Lastly I would like to know your level of formal education.

1. None 2. Std. 1-iv, 3. Std. v-viii 4. For I-II
5. Form III-IV t. Form V and above.

18. Age -----

19. Sex -----

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Appendix (111)

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