

**THE RELATIONSHIP BETWEEN THE PERCEPTION AND
PERFORMANCE OF AGRICULTURAL EXTENSION OFFICERS IN
COAST PROVINCE REGARDING PLURALISTIC EXTENSION
DELIVERY SYSTEM**

By

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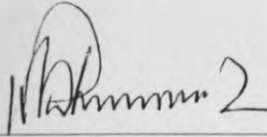
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DECLARATION

This management project report is my original work and has not been presented for a degree in any other university.

Signed  2 Date 18.10.08

This project report has been submitted for examination with my approval as University supervisor.

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ACKNOWLEDGEMENT

DEDICATION

This paper is dedicated to my husband, Jecton Odhiambo Kiberenge, for his support and encouragement during my entire MBA course and to our children, Judy, Brenda, Denis and Nicolus who indeed gave me inspiration throughout.

DEDICATION

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ABBREVIATION

FAO	Food and Agriculture
ILRI	International Livestock Research Institute
SRA	Strategy for Revitalization of Agriculture
NGO	Non governmental Organization
FEO	Frontline Extension Officer
ESPs	Extension Service Providers
SERVQUAL	Service Quality
NASEP	National Agriculture Sector Extension Policy
MOLD	Ministry of Livestock Development
MOA	Ministry of Agriculture
MOC	Ministry of Cooperatives
SPSS	Scientific Package for Social Sciences
RBM	Result based measurement
MBO	Management by Objective
HR	Human Resource
NALEP	National Agriculture and Livestock Extension Program

ABSTRACT

This research was set out to establish the relationship between perception of agricultural extension officers and their performance regarding pluralistic extension delivery system in coast province of Kenya. The study was carried out based on three objectives that is to establish the perception of agricultural officers in Coast province to pluralistic extension delivery system, to establish demographic factors that determine their perception and to determine whether the performance of agricultural officers in Coast province is related to their perception and how this affects the overall performance of the system.

The important aspects considered were: The level of participation of public extension officers in the other Extension service providers' programmes as practiced and desired by officers. The study also looked into the perception of staff on the system in the framework of the desired impact of pluralistic extension delivery system which includes better access to extension services by clients, meeting varied demands by farmers, creation of sustainability to farmers and making farmers more responsive interims of active participation. It was also in the interest of the researcher to find out whether pluralistic extension delivery system has resulted in duplication of efforts and whether in the opinion of the extension officers there is any synergy creation arising from multiplayer effects. The study also looked into demographic factors like age, professional qualification and gender that could determine officers' perception. To find out perceived performance factors like facilitation to reach farmers, competence in delivery of services, ability to coordinate, supervise and create results to farmers were considered.

To achieve the objectives, primary data was collected using two separate semi-structured questionnaires, one for staff and the other for clients (farmers and ESPs).

The population of study comprised of extension staff from various levels that is provincial, district, divisional and location. Divisional staff who generally deal with ESPs directly but are also managers at this level formed the majority in this category (42.2 %). In the category of clients farmers formed the majority of respondents (93%).

The findings of this study indicate that: Generally, public extension officers are involved in programmes of other ESPs but mostly at implementation level while they desire to be involved at all stages thus formulation, implementation and monitoring. The study also found out that pluralistic extension delivery system has to some extent resulted in better extension services to farmers and also availed more opportunities for officers to reach farmers and that there is enhanced satisfaction of farmers varied needs . It however emerged that there is still need for farmers to be more responsive particularly by having positive attitude towards change. The study also revealed that there is need for coordination of extension delivery system and that the clients have confidence in public

officers but they should be capacity built to enable them act as supervisors, controllers and quality standard gate keepers.

Age , professional qualification and gender were found to influence perception. The study also revealed that both extension officers and farmers strongly feel,that the current staff level is very low and that the number should be increased and at the same time facilitation be enhanced. Need for operationalization of policy guideline on pluralistic extension delivery system was also emphasized. The findings of the study indicate that there is positive correlation between perception of agricultural extension officers and their perceived performance.

CHAPTER ONE: INTRODUCTION

1.1 Background

1.1.1 Employee Perception and Performance

Perception can be described as the process by which people select, organize and interpret information to form a meaningful picture of the world (Armstrong and Kotler, 2006). Rummel, (2002) describes perception as a confrontation between inward directed vector of external reality compelling awareness and outward directed vector of physiological, cultural, and psychological transformation. Our perception of external environment begins with the senses which lead us to generate empirical concepts representing the world around us.

It is likely that the perception of how strategies are developed and implemented would be seen differently by people for example, senior executives tend to see strategy development more in terms of intended, rational, analytic and planned process whereas middle managers see strategy development more as the result of cultural and political process. Managers in public sector organizations tend to see strategy as more imposed than those in private sector (Johnson, Scholes and Whittington, 2006).

In agricultural extension, perception not only influence the action of the technical officers who deliver information to their clients (farmers) but also plays a big role in the appreciation of the messages and in actual fact, ultimate adoption of the technologies. Studies in other parts of the world for example in Zanjam province of India indicate that there is relationship between perception of agricultural personnel, field of study and their participation in extension activities (Yaghoubi, 2005).

Employee performance can be described as what an employee delivers against agreed targets under certain conditions and based on organizational objectives. Defining what employees have to do in order to perform their work effectively and hence make collective contribution to the achievements of the organizational goals and objectives are a foundation for the whole system of managing human resources (Shaunt and Tyson, 006). Performance of an organization is the total sum of the achievements of various

components and is in fact as a result of what the individuals deliver based on the strategies at organizational and functional levels. Effective performance measurement has become even more relevant in the wake of introduction of performance contracting. Any discrepancy or gap between the actual and desired constitutes the performance improvement zone while any improvement effort aims to close the gap.

In any organization employee perception and performance are two important parameters as they influence the realization of goals and objectives. Performance of a management system can be evaluated either through economic or non economic parameters. In this study, non economic parameters will be analyzed to give an indication of the performance of pluralistic agricultural extension system in Coast province. Meaningful work is related to important outcome variables, such as increased worker performance and employee retention (Scroggis, 2008).

1.1.2. Pluralistic extension delivery system

Pluralistic extension delivery is an institutionally diversified system of extension utilizing both public and private sectors' extension providers to disseminate information to farmers (Gemo and Rivera, 2001). It is a multi-actor and multi-objective scenario from which various actors emerge. The actors in pluralistic extension delivery system would include public agricultural extension service providers, public research-cum-extension organizations, donor supported rural development programmes, international and private research centres ,farmers associations, Non Governmental organizations, bilateral donors ,private agro-dealers, commodity input suppliers and commodity processors (Food and Agriculture , 2003).The private actors can broadly be separated into two major categories that is : private –for profit firms and private non-profit agencies. Kumar (2005) elaborated the need for decentralized extension services and the scope of privatized extension , the pluralistic extension system , client orientation , participatory extension and the need for unified extension services .Extension can no longer operate in isolation from factors associated with food ,environment and nutritional security (FAO, 2005).

One aspect of pluralistic extension is the use of other types of collaboration between players with the recognition that different players may have comparative advantage for different functions (Crowder 1996) as cited in FAO paper of 2002. The argument for pluralistic extension delivery system is based on the premise that the private sector (whether private companies, NGOs or specialized consulting firms) can provide extension services more efficiently and effectively than public agencies and that these advantages increase the likelihood of long term and sustainable services (FAO, 2005)

1.1.3 Agricultural Extension Services in Coast Province of Kenya

Extension is defined as a process that helps farmers to become a ware of improved technologies and adopt them in order to improve their efficiency, income and welfare (Anderson and Purcell, 1995). Extension is also defined broadly as service of information, knowledge, and skill development to enhance adoption of improved agricultural technologies and facilitation of linkages with other institutional support services (Berhanu, Hoekstra and Tagegne ,2006). It is argued that while Agricultural technology development in developing countries, should step up, the need is not as urgent as that to transfer technologies from the point of development to farmers (FAO-paper 2005). Of particular concern is that technology transfer and adoption has not met the needs of the target beneficiaries despite the efforts of the research and development.

Agricultural sector in Kenya is not only important as an economic cornerstone but is also expected to deliver other regional and global commitments. One such commitment is to reduce the population living in hunger and absolute poverty to half by the year 2015 (Millennium Development Goal no.1). Strategy for revitalization of agriculture (SRA) paper (SRA, 2004-2010), identified extension as one of the areas that needed fast tracking so as to jump start agricultural production in the entire nation. SRA document outlined the shortcomings of extension delivery system at that time which included low competency and poor quality of extension staff that generally lacked adequate knowledge and know how on contemporary technology among other issues. The unfulfilling extension system resulted in multiplicity of extension agents such as NGOs, community

based organizations, private sector and individual consultancy groups. The strategy embraced the need to encourage pluralism in extension delivery.

The provision of extension services would therefore need to be strengthened using well coordinated, decentralized and multi- disciplinary approaches that respond to user demand. This would require a change of roles so that the public extension service becomes a catalyzing agent for others to carry out their work while aiming to phase itself out in the future (SRA, 2004, pg 33). Qamar, (2005) indicates that extension is a function and can be performed by any person or public or private institution technically qualified in the subject of extension. He further says that the view that extension is dead because public extension systems are not working effectively may be termed shortsightedness, at best.

Coast province covers a total area of 83, 466sq km, with an estimated population of 3million people (Statistical report, 2007 estimates). The province is divided into 13 districts, with 43 divisions and 300 locations. The region is characterized by hot and humid climate with two rainy seasons that determine the farming calendar and hence the extension delivery demand intensity. Coast province is a food deficit region with poverty levels averaging to 62% (Provincial Director of Agriculture Annual report, 2006).

Whereas poor agricultural development can be attributed to quite a number of factors, low technology adoption is a major one. Low technology adoption is not exclusively due to how the packages are delivered to the clients but this plays a big role. Agricultural extension in Coast province is pluralistic in nature, characterized by many players at different levels and locations (Coast province Annual report, 2006). Strategic approaches to extension delivery also vary from player to player. In Coast province, there are close to 46 extension service providers (stakeholder analysis - report, 2007). Where as the service providers have their own strategies, they by and large use the public extension officers to carry out their activities.

An agricultural extension officer is a change agent with the responsibility of either directly delivering or facilitating delivery of extension packages to clients. The public extension officers at all levels play an important role of sensitizing and catalyzing the initiation and formation of stakeholder fora with membership representation from the ESP fraternity.

The provincial officers in consultation with national office are responsible for coordination of issues both administrative and technical in the region. The provincial officers have the responsibility of monitoring and evaluating the implementation of various programmes in line with strategic plans of the ministries and government policies. District level operations are supposed to undertake supervisory roles with continuous technical backstopping as may be required by the lower levels. (Ministry of agriculture, 2006).

Divisional officers are responsible for direct implementation of the programmes and making follow ups on the field activities. The last but most important is the location level staff generally referred to as frontline extension officer (FEO), who is basically responsible for mobilization of clients (farmers) and is in constant contact with the community. Each FEO is supposed to be in charge of one location and that is considered as a working unit but where there are shortages of staff may cover more units. There are (525) technical officers in the agriculture sector departments in the region. These officers are distributed in the levels mentioned above with quite a number of gaps due to inadequacy (MOA, 2006).

1.2 The Research Problem

Environmental turbulence has continued to impact on agricultural extension delivery systems. This therefore calls for strategic positioning on the part of institutions responsible for delivery of technical packages to farmers. One of the major strategic rearrangements is the recognition of the fact that extension delivery is not a monopoly of the public system and hence the ushering in of pluralistic extension concept. Identifying actors and looking at individual actor's perception, strategies, resources, and interaction

are now acknowledged as critical for the deconstruction of intervention and rural development (FAO, 2007).

Extension professionals in agriculture sector ministries in Kenya still remain the dominant ESPs and hence it is imperative that their perception and performance be analyzed so as to give an indication of the overall performance of the extension service delivery. The technical officers do implement strategies of the ministries while at the same time being used by the other extension service providers. There are concerns about the effectiveness and efficiency of public extension officers as they try to serve all the other ESPs.

Mccaslim and Mwangi (1994) did a study in Rift valley province of Kenya on perception of agricultural officers but it was neither related to any extension delivery system nor performance. This study was done in 1994 before the crafting of SRA while many changes have occurred since then. Mugunieri et al (2006) carried a study in western and Eastern provinces on pluralistic extension services but did not consider perception and performance of technical officers. Dietrich, (FAO, 2005) says that agricultural extension is a too vast field and coverage of all its aspects is beyond the scope of any one brief study. He therefore advocates for more studies particularly in the light of reforms going on in both developing and developed countries. The study also intended to find out the performance level of agricultural officers as perceived by the clients (farmers). By doing so the study attempted to answer the following questions: Is there any positive change in the delivery of extension services as a result of pluralistic extension delivery: Are there synergies in extension delivery that results in efficiency and effectiveness and above all whether performance of extension officers has improved.

1.3 The Research Objectives

- i. To establish the perception of agricultural extension officers in Coast province to pluralistic extension delivery system.
- ii. To establish the demographic factors determining perception of agricultural extension officers.
- iii. To determine whether the performance of agricultural officers in Coast province is related to their perception and how this affects the overall performance of the system.

1.4 Importance Of The Study

This study is envisaged to highlight some of the issues that affect performance of agricultural extension professionals in coast province which can also be applied in other places with similar conditions. It is expected to be very useful to various extension service providers in coast province and beyond. The study will help various players in agricultural extension delivery to come up with strategies that can strengthen performance of the technical staff in the light of pluralistic and privatized service delivery. Results of this study will be useful in coming up with strategies that can strengthen public private partnership

Sponsors of extension services in agriculture sector and more so those who wish to use the existing structures and resources will find the results of this study very useful as it can form the basis of their planning with reference to human resource. The results of this study will be very important particularly now that donors in the sector are pushing for harmonized programs. The study will help the policy makers in evaluation of the agricultural sector reforms in order to come up with appropriate policies for improvement.

CHAPTER TWO: LITERATURE REVIEW

2.1. Pluralistic Extension Delivery System

Use of both public and non public institutions for delivery of extension services is gaining popularity in many countries. The obvious rationale for pluralistic extension delivery system is pooling of available resources in order to reduce unhealthy competition, delete redundancy of services and compensate for low budgets of the ministries of agriculture in developing countries (Qumar, 2002). Many countries both developed and developing have implemented pluralistic extension delivery with varying experiences.

Studies done in countries that have implemented pluralistic extension delivery system reveal challenges that include : Need for radical changes in agricultural research and extension :Need for managerial capability particularly of public extension officers at all levels: Need for long term strategic vision to midwife pluralism in extension delivery: Need for strategies that would eliminate duplication in service delivery so as to avoid confusion to farmers: Special training for public extension officers to enable them to act as coordinators ,supervisors and overseers of the entire system. On the other hand some countries have been able to implement pluralistic extension delivery with quite remarkable level of success.

A study done in India showed that pluralistic extension delivery has been implemented with the realization that there is need for more radical changes in extension and research delivery if farmers are to make best use of new infrastructure including convergence between departments and partnership with the private sector. Having studied the extension system in India, Van de Ban (2006) concluded that for effective performance of pluralistic service delivery public extension staff need social science skills related to group information , leadership development , conflict resolution , and inter- group negotiation.

In Mozambique, one important challenge among others in developing a pluralistic extension system is the requirement of an adequate and truly external and internal support, managerial savvy at all administrative levels of public sector extension to take care of extra roles and responsibilities for public workers (Gemo and Revera, 2001). The country has however made some progress in the effectiveness and efficiency in delivery of extension services. Extension in Ethiopia has been provided by single ESP, the public. The government's attempt to introduce NGOs as an alternative ESP has not been integrated well in the pluralistic framework. The fundamental reason is the lack of long term strategic vision of extension in the country to develop it into pluralistic model (Brehanu, Hoesktra and Tagene, 2006).

A study done by Hanyani (2002) revealed that levels of pluralism and uncoordinated extension services at grass root level in Zimbabwe was tantamount to lower outputs and confusion. He indicated that this necessitated the need for collaboration to improve effectiveness so as to avoid duplication and wastage of scarce resources. In spite of the pitfalls in the implementation of pluralistic extension service delivery, Zimbabwe reported some positive gains realized for example competence and experience of the personnel had improved over the years. Studies done in Western and Eastern Kenya by Mugunieri et al (2006) showed that although there is some sign of synergies between service providers, there appears to be little co-ordination of the groups involved.

Case studies done in Bangladesh reveal successful Government- NGO-Private partnership. This involved introduction of committees and partnerships among ESPs at various administrative levels (Hassanullah, 2002). In Russia a pluralistic rural extension system was designed using multimedia to disseminate information and knowledge from multiple sources to multiple users encouraging the participation of diverse service providers (Kiram, 2002). A case study done in Australia by Carry and Webb, (2002) on a pluralistic partnership of public with the local community reveals a relationship where funds are provided by the government while the community carries out voluntary services on natural resource management. This is an example of a successful contracting out of services in partnership under pluralistic extension service delivery.

Many developing countries today have assumed a much more holistic extension delivery system and a field staff of ESPs is not just a conduit of information but an advisor, facilitator and knowledge broker (Alex et al. 2002). The question is whether the public extension officers perceive themselves this way and how this affects their performance? Qamar, (2002) indicates that the main challenge in installing a proper pluralistic agricultural extension mechanism is effective coordination among various agencies, the absence of which could lead to conflicting technical recommendations and creating confusion among farmers. He further suggests that governments should take responsibility for coordination, technical supervision and quality control. The government should serve as the final reference or arbitrator of conflicting extension information and approaches and for it to do this its staff must be kept abreast with changing technologies through regular training and refresher courses (Muyanga and Jayne, 2006).

In Kenya, National Agriculture Sector Extension policy (NASEP) has been drafted though not yet enacted into a law. The policy has proposed a body that is supposed to regulate the performance of all the ESPs with a view of creating certain standards for extension delivery. The policy paper recognizes the increasing role of stakeholders in extension service provision and emphasizes need to promote pluralism in delivery and coordination of extension for improved quality service (NASEP-paper, 2005).

2.2. Employee Perception

Perception is a process by which individuals organize and interpret their sensory impression in order to give meaning to their environment. Perception is a study of what we consciously add or subtract to the raw sensory inputs to produce our own private picture of the world (Kamuk and Shiffman, 2006). A number of things shape and sometimes distort perception.

2.2.1 Perceptual Selection

People subconsciously exercise a great deal of selection as to which aspects of environment (which stimuli) they perceive. Individuals see what they expect to see, and what they expect to see is usually based on familiarity and previous experience or preconditioned set. Equally individuals tend to perceive the things they need or want and the stronger the need the greater the tendency to ignore unrelated stimuli from the environment (Coutler and Robbins, 2007).

2.2.2 Perceptual Organization

People do not perceive the numerous stimuli they receive from the environment as discrete and separated sensations, rather they tend to organize them into groups and perceive them as unified wholes. The method of perceptual organization simplifies life for an individual. How close a person's interpretations are to reality depends on the clarity of the stimuli, the experience of the perceiver, motives and above all his or her interest (Coutler and Robbins, 2007).

2.2.3 Factors That Influence Perception

The scenario that people perceive things differently can be attributed to three main factors: the perceiver, the perceived target, and the situation. The characteristics of the perceiver that affect the perception process include attitude, personality, motives, interest and expectation. The nature and characteristics of the object to be perceived including the context of the situation in which the perception is occurring plays a big role (Coutler and Robbins, 2007).

Attribution theory indicates that our perception of people differs from that of inanimate objects. Attribution theory explains how we judge people differently depending on what meaning we attribute to a given behavior, (Coutler and Robbins, 2007). Managers need to recognize that their employees many times react to perception not reality. If employees perceive appraisal as being biased or salary as being low, they will behave as if those conditions are true.

Mayo's experiments at Western electric's Hawthorne works in Chicago in the 1920s and 1930s clearly show that workers' attitude towards their jobs greatly affect their output negatively or positively (Bernard, 2005). Perception is determined by a number of factors for example Ngolovi, (2003) in his study of perception on performance appraisal found out that level of education and gender affect perception. The study showed that more university graduates than high school leavers perceive that performance appraisal increases confidence and that more of school leavers experience dissatisfaction with performance appraisal than university graduates.

A study done by Makau, (2002) indicates that humor is perceived differently by males and females whereas in contrast majority of females don't consider humor appeal to be funny. Research has shown that highly educated women in the formal sectors in Kenya do indeed perceive greater injustice in the workplace than do their male counter parts. The same study also revealed that female agricultural technicians perceive greater workplace injustice than their male counterparts (Mueller and Munyae, 2005).

In Khuzestan province in Iran, a study was carried out to analyze the perception of agricultural extension agents regarding the appropriateness of e-learning based on information technology. The study revealed that there was significant relationship between the IT skills and knowledge income, social participation, the extent of information seeking, motivation level of job satisfaction, level of education and perception of agricultural extension agents regarding the appropriateness of e-learning based on information technology (Chirazi and Ommani, 2004).

A study carried out in four provinces in Pakistan, showed that workers are aware of their clients' perception of health care providers and the providers mentioned that clients expect proper understanding of their needs, satisfactory services and appropriate guidance and they perceive that clients have respect for them. (Rabban, Rahim and Sheikh, (2006). In Antique, Columbia, a study on farmer's perception of extension services and extension agents representing agricultural organization revealed a positive correlation between client perception of the agents and years of schooling, economic

status, practices learned and level of contact with the agents. In agricultural development, perception is very important as it works foreword and backwards. For example it is the perception level of the extension professional that will determine how well the required messages are delivered to the recipients while on the other hand the perception of the clients by and large influence the level of absorption and ultimately the adoption.

Perception of employees and other stake holders is crucial for the ultimate success of a strategy (Johnson, Schools and Whittington, 2005). It is argued by Quin, (1993) that one reason for developing a strategy in an incremental way is to win employees' effort and commitment which is embedded in perception as cited by Lewis et al. A study on perception of extension professional on why privatization and commercialization of extension has not succeeded in Nigeria , revealed unstable government policies and regulations , misconception of private agencies and poor economics as the major barriers (Blazer, Nidup and Roder 2003).

A study was carried out in Rift valley, Kenya, on perception of agricultural extension staff (McCaslin, Mwangi 1994).The study revealed that personal characteristics were not as important for their motivation as were job satisfaction factors. Extension managers could therefore do a better job by improving agents' morale and job satisfaction by giving less consideration to personal characteristics and more attention to job satisfaction factors .The same study revealed that agents also perceived their promotion as pegged on years worked rather than individual performance and this caused frustration and lowered job satisfaction (McCaslin, Mwangi 1994). A study carried out in Western and Eastern provinces of Kenya, revealed that farmers perception is such that the government has a comparative advantage in provision of extension services. However since the government does not have the financial ability to carry out all the activities, it should provide an enabling environment for enhanced effectiveness of the service providers (Mugunieri, Nambiro and Omito, 2006).

2.3 Employee Performance

The performance of an employee is the cornerstone in developing the effectiveness and success of any organization (Campel et al. 1993). Performance is about upholding the values of an organization and this is an aspect of behaviors but focuses on what people do to realize organizational core values (Brum, 1988, Fletcher, 1993,). Bernadin and John, (2007) define performance as the records of outcomes produced on specified job functions or activities during a specified time period for example an extension worker training farmers was evaluated on her organization of presentation ; which is defined as “the presentation of training material in a logical and methodical order”. The extent to which she was able to make that methodical presentation would be one measured as outcome related to that function. Those outcomes were evaluated by the customers who received the training.

2.3.1 Performance Measurement

Performance measurement is a process of assessing progress towards achieving predetermined goals including information on the efficiency with which resources are transformed into goods and services (outputs), the quality of those outputs (how well they are delivered to clients and the extent to which clients are satisfied) and outcomes (the results of a program activity compared to its intended purpose). All high performing organizations whether public or private are and must be interested in developing performance measuring systems as it is only through such a system that they can remain high performers, (David, 2007).

The public sector worldwide is under intense pressure to improve its operations and deliver products and services more efficiently and at the least cost to the taxpayer. Performance measurement is a useful tool in this regard since it formalizes the process of tracking progress towards established goals and provides objective justifications for organizational and management decisions. Thus, performance measurement can help improve the quality and cost of government activities. Measuring performance is an important component of strategy evaluation and involves comparing expected results

with actual, investigating deviation from plans, evaluating individual performance and examining progress being made towards stated objectives (David, 2007). Although poor results do not necessarily point to poor execution performance information raises a flag requiring investigation in such cases.

2.3.2 Performance Measurement Methods

Organizations the world over have been struggling to invent methods that work best for measuring employee performance or what we call employee productivity. Measures selected to assess performance depends on the organizational unit to be appraised and the objectives to be achieved (David, Rajan and Wheel, 2008). Some of the known methods of performance measurements are: Productivity Metrics: Activity-based measurement: Management by Objectives: Balanced score card: Stake holder performance measurement approach: Results-Based Measurement.

For any productivity metric to be implemented, you first need to know the purpose, method and the desired outcome of any process that you will be implementing. You need to answer why you want to measure, how you plan to measure and after measuring what is your desired course of action. The elements of productivity metrics are Name of the metric, metric description, Measurement procedure, and Measurement frequency, thresholds estimation, current thresholds, target value and units (Miller and Sam, 2007). Activity-based measurement asks, "What would we see the employee doing?" or "How is time being spent?" or "What do we have to do to get to our goal?" in each case the emphasis is on activity/behavior/actions which are means, not ends. As a result, by measuring activity, they generate more activities because what gets measured gets done (Zigon, 2007).

Management by Objectives (MBO-also known as Goal completion), has the potential to define results, but most often uses deadlines to measure completed tasks. And in many cases the timeliness of the task completion is much less important than the quality of the result. Competencies define what skills, knowledge and experience an individual needs in order to produce results. But having a skill and using it successfully are two very

different things for example a car mechanic with a certificate of training completion on the wall is not the same as a repaired car (Zigon, 2007).

Balanced scorecard combines both qualitative and quantitative measures and acknowledges the expectation of different stakeholders and relates an assessment of performance to choice of strategy. It is a way of measuring organizational business unit, departmental success, balancing long term and short term actions, balancing different measures of financial, customer, internal operations, human resources system and development((David and Marion, 2007).

Stake holder performance measurement approach captures strategic planning issues while the choices a company makes in strategic planning directs the measurement system. While employees form part of stakeholders their performance must meet the expectation and objectives of others (Atkinson, Waterhouse and Wells, 2008). Traditional accounting based performance is unsuited to the current organizations in which the relationship with employees, customers, suppliers and other stakeholder have changed (Atkinson, Waterhouse and Wells, 2008).

Results-Based Measurement (RBM)) is a unique way of creating measures for the really hard-to-measure aspects of today's work (Zigon, 2007). RBM does not ignore behavior or activity but sees it as the means to the important end results. It is based on the premise that customers don't want to hear how hard you have worked or what techniques you have tried, they want results. For example: A car that was repaired and is working not the parts that were replaced: An employee that can do something he/she could not do before the training session (Zigon, 2007).RBM starts by asking the question, "What result must this employee produce which will add value for the customer or help us achieve our corporate goals?" and then, "How would we know that this task was done well? The customer-focused part of the approach helps to drive corporate success and customer satisfaction. In addition, by asking what results an employee has to produce to support corporate goals, the employee's goals will be linked to those of the organization (Zigon, 2007).

2.4 Employee Perception and Performance

A strategy is how the company will balance its internal strengths and weaknesses with external opportunities and threats so as to gain competitive advantage. Every organization must design a set of HR policies and practices that make sense for its own strategy and situation. (Dressler, 2008). He further indicates that the knowledge and experience of people can be the key factors enabling the success of strategies but they can also hinder the successful implementation of new strategies.

People related issues are of central concern and responsibility of most managers in organizations and are not confined to special human resource functions. They go further to indicate that it would be desirable to think of people in the organization in three related areas: People as a resource and that strategic capability is concerned with how the human resources are deployed, managed, controlled, and above all motivated to create competences in those activities: People and behavior- This 'soft' side of human resource is concerned with the behavior of people both individually and collectively. It is important to understand the relationship between behavior and perception and by extension how this affects performance: Organizing people- The roles that people play, the processes through which they interact and the relationships that they build are crucial to the success of strategy and infact is reflected in their performance.

The concept of human resource system as a strategic asset has implications for both the characteristics and the effects of such systems (Ndungu', 2002). A company that records high output has developed clear strategic intent and communicated it effectively to employees and has deployed comprehensive measurement system. It is important to emphasize that many of the problems of managing change results from failure to understand, address and change behaviors. High levels of perceived organizational support have been shown to lead to increased job satisfaction and lower employee turn over (Countler and Robinson, 2007).

Results for a study at Suriname education sector on performance and efficiency disputed the widely held notion that there are serious problems in the sector resulting from lack of resources. Instead it argues that resources are not used well because of fundamental deficiencies in the institutional structure in the educational system (Martin and Piras, 2003). Simply advising practitioners to obtain rare and valuable resources in order to achieve competitive advantage and further that those resources should be hard to imitate and non substitutable is not very useful in providing practical help (Whittington, Scholes and Johnson, 2005).

Thomas and Kuhr, (2002) did a study on relationship between employee personality traits and preferred leadership style. Results of the study showed that the relationship between employee personality traits and their preferred leadership style is significant to leaders who believe that it is possible to adjust an approach to improve organizational performance. Workers increasingly control their lives and knowledge and may regard themselves as free agents who choose how and where they invest their talents, time and energy,(Armstrong ,2003).

Parauraman, et al. has a service quality model (SERVQUAL) that identifies the gaps between service delivery and how it is perceived by recipients. Using the model (SERVQUAL) to analyze employee perception of strategy in selected public organizations, Ng'ang'a (2004) found out that there exists significant gaps between employee expectation and perceived performance of the strategy in all the indicators measured.

SRA policy paper (2004) indicated that many of the extension service problems in Kenya relate to the inefficiency and cost ineffectiveness of extension services and the mix between public and private delivery. It further indicated that it was imperative to have radical reform of the agricultural extension system, use of manpower, the skills available, and utilization of current and emerging technologies. Bernard, (1938) indicates that people come together in formal organizations to achieve things which they would not do

alone, but as they pursue organizational goals they must also satisfy their individual goals.

Time is indeed ripe for policy makers in developing countries to revisit the discipline of extension within the global challenges to their agricultural sector. Cosmetic changes to existing national extension system will be of little benefit as will be repeated training of staff in stereotyped agricultural subjects “just as well beat a dead horse” (Qamar, 2005). In addition extension agents working in private sector will require business and management skills not currently in most agricultural Curriculum (Qamar, 2005).

This study endeavored to find out how demographic factors like age, level of education and years of service influence perception of extension officers. The study made an attempt to measure perception and performance of agricultural officers in Coast province as viewed by both the officers themselves and the clients. By analyzing the perception and performance of extension staff, the study has been able to bring out the existing capacity status and how this impacts on their participation in extension delivery. Policy issues are very crucial to success of strategies .It was imperative to find out how the current policy on extension is perceived to affect the implementation of multidisciplinary service delivery.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

This study used exploratory survey design as it is the most convenient and appropriate. The study aimed at establishing relationship between perception and performance of agricultural extension officers on pluralistic extension delivery system. In this regard, exploratory survey design fitted the study. Several other similar studies on perception and performance had successfully used it (Wasuna, 2003; Ngolovoi, 2001).

3.2 The Population

The target population was extension officers in the Agriculture sector, farmers and extension service providers in Coast province of Kenya. Technical staff returns documents held at the provincial offices indicated that there were a total of 525 technical staff in Coast province. There are 46 extension service providers (NALEP annual report 2008), and 309,000 farm families (MOA, Coast annual report, 2007).

3.3 Sampling

Stratified sampling method was used to select officers to be included in the study as indicated in table 3.1. Ninety five (95) officers were picked from five selected districts and 5 based at provincial level to make a total of 100 respondents under this category. Number of officer respondents in the hierarchy levels that is provincial, district, divisional and location was proportionate as indicated in table 3.1. Convenient sampling method was used to get 40 and 5 farmers and ESPs respondents under the category of farmers and service providers respectively from the same five selected districts. Other studies of similar kind have used this size of sample successfully (Makau M.C., 2002).

Table 3.1: Staff distribution and sample size at various levels

Level	Total number of extension officers.	Number of officers selected for study.	% of selected officers in the total sample size
Provincial	16	5	5
District	122	25	25
Divisional	233	50	50
Location	115	20	20
Total	525	100	100

Source: Republic of Kenya, Coast province Headquarters- Staff returns Documents: Ministry of Agriculture; Ministry of Livestock Development; Ministry of Cooperative. March, 2008.

3.4 Data Collection

Data collection was mainly from primary sources as this was sufficient to generate the critical data required. Primary data collection was done through semi structured questionnaires. Two questionnaires (see appendices I and II) were used one for officers and the other for clients (farmers and other service providers). The questionnaire administered to staff was divided into four sections while the one for clients (farmers and extension service providers) had two sections.

The questionnaire administered to officers had: Section I- Bio-data which focused on generating data like, age, gender, level of education and professional qualification. Section I partly addressed objective 2 that is to establish demographic factors that influence perception of extension officers on pluralistic extension delivery system. Section II- of the questionnaire to extension officers focused on the level of participation in other ESPs programmes while it also generated data important for objective 1: Section III focused on objective 1 of the study that was to establish how agricultural officers in Coast province perceive pluralistic extension delivery system. Questions in this section tried to find out the feelings and attitudes of agricultural officers towards the system with

special reference to the desired results. Some of the desired results include availing services to address varied needs of farmers, enhanced access to services and effectiveness of the services .(NASEP document, 2005).

Section IV of the questionnaire focused on objective 3 that was to determine whether the perception of agricultural officers is related to their performance and how this affects the overall performance of the system. Questions in section IV mainly concentrated on issues like perceived performance, effectiveness, efficiency, enhanced facilitation and competence at personal level. This section also went further to probe on the perceived actual results to clients.

The questionnaire administered to farmers had the following sections: I- Bio-data that focused on issues like age, gender and level of education. Section II- mainly focused on objective 2 and 3 of the study. This section probed on how the clients perceived performance of agricultural officers under pluralistic extension delivery system. Questions in this section tried to find out the level of interaction of clients with agricultural officers, and how they (clients) perceived performance of the entire system. Specific questions like how they perceived the ability of the agricultural officers to act as supervisors and regulators of extension delivery were asked. This section also probed further on whether there were tangible results to clients attributable to enhanced performance of agricultural officers under this system. Adiel et al. (2006) indicates that in analysis of efficiency of ESPs and other performance indicators it is most useful if feedback from clients is considered.

Research assistants were trained to enhance their ability to assist the respondents where necessary. Training of the research assistants included pre-testing the questionnaires with them to ensure that they understood .For officers and ESPs, questionnaires were given to the respondents to fill as the research assistants waited to carry away the same. Farmer respondents were largely assisted by the research assistants in filling the questionnaires due to language problems. For continuity and reduction in cost the same research assistants handled both questionnaires.

3.5 Data Analysis

Data was physically checked to eliminate any errors that might have been included by the respondents or research assistants so as to ensure accuracy and consistency. The data was then input in the computer and analysis was done using Statistical Package for Social Sciences (SPSS) and Excel. The following statistical computations were used: mean scores, standard deviations, percentages and linear correlation. These brought out the various demographic parameters, summarized and reflected the relative weight of specific categories and analyzed the relationship between the major variables. Other similar studies had used these computations successfully (Ngolovoi M.S., 2001).

3.6 Operationalization of Variables

This study used two main variables these are perception and performance. Perception is a parameter that is able to measure attitude and feelings of people about the environment around them. In this study perception of agricultural officers on pluralistic extension delivery system were measured based on some of the expected attributes of the system. Respondents were asked to use a likert scale of 1 to 5 (where 1- not at all, 2- moderately low, 3-high, 4-quite high and 5- very high) to rate their feelings on the pluralistic extension delivery system's ability to cater for diverse needs of farmers, enhance professionalism, create strong linkages, enhance participation of beneficiaries, improve access to services by clients, create synergies among ESPs and above all whether it would create sustainability, effectiveness and efficiency in service delivery.

Performance would have been best measured using empirical figures as this would indeed be in line with result based measurement. However it was not possible to do so in this study. Other studies could focus on empirical performance measurement of agricultural officers and this would go a long way in strengthening the findings of this study. This study however, measured perceived performance of agricultural officers which was manifested in their own response and that of their clients (farmers and ESPs). Performance parameter captured issues like personal capacity building, enhanced facilitation, and enhanced competency for example ability to act as coordinator or

supervisors of extension service delivery at various levels and also improved efficiency and effectiveness of the officers as perceived by themselves and clients. Other issues that were asked are whether things like farmers' responsiveness; complementarities of ESPs and policy guidelines had any effect and to what extent on the officers' perceived performance.

Overall use of the self-rated perceived performance is reported as of 80%. At the same time, 10% did not answer their questionnaires. Out of the targeted 200 only 200 questionnaires were returned, therefore 93 out of the targeted 200 questionnaires were returned indicating a response rate of 46.5%.

4.2 General Information on Respondents

4.2.1 Demographics of Extension Officers

The characteristics of the officer respondents are indicated in table 4.1.

Table 4.1: Distribution of Officer Respondents

Age Group	Frequency	Percentage
18-24	5	2.5
25-34	15	7.5
35-44	27	13.5
45-54	8	4.0
Total	55	100%

Source: Author (2020)

4.2.2 Gender of Respondents

Out of the 55 respondents, 27% were female while 73% were male. This is shown in figure 4.2.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATIONS

4.1 Introduction

The study targeted 100 extension officers. Ninety questionnaires were filled by extension officers and returned out of the targeted 100 indicating a response rate of 90%. All the forty farmers filled and returned their questionnaires. Out of the targeted 5 ESPs only 3 returned filled questionnaires. In this client category therefore 43 out of the expected 45 questionnaires were returned indicating a response rate of 88.9%.

4.2. General Information on Respondents

4.2.1 Distribution of Extension Officers

The distribution of the officer respondents is as indicated on table 4.1.

Table 4.1: Distribution of Officer Respondents

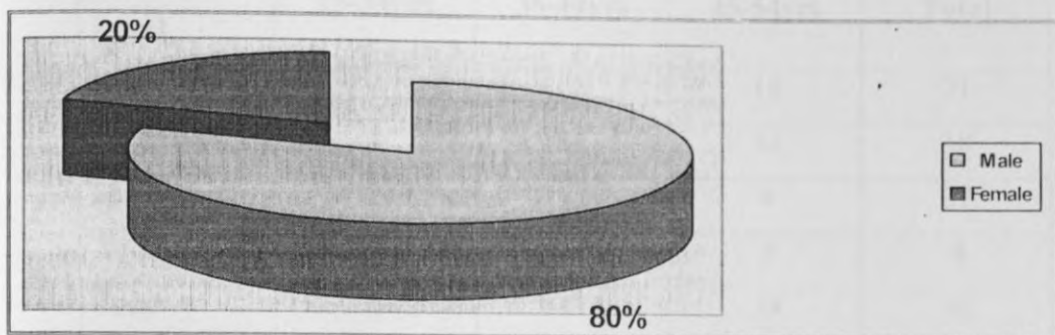
Deployment Level	Frequency	Percentage
Location	21	23.3
Division	38	42.2
District	27	30.0
Province	4	4.4
Total	90	100.0

Source: Author (2008)

4.2.2 Gender of Respondents

Out of the 90 respondents 20% were female while 80% were male. This is presented in figure 4.1.

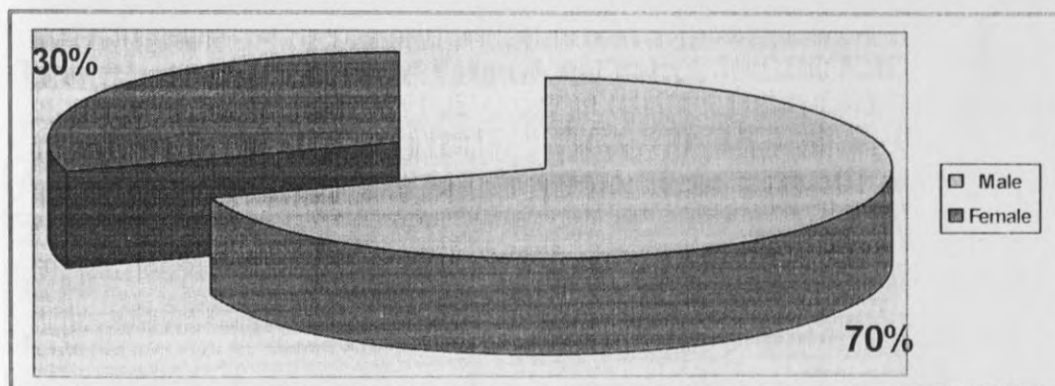
Figure 4.1 Gender of responding Extension officers



Source: Author (2008)

Out of the 43 client respondents 30% were female while 70% were male. This is presented in figure 4.2.

Figure 4.2: Gender of Clientele Respondents



Source: Author (2008)

4.2.3 Age Distribution of Respondents

Age distribution of the officer respondents is such that 42.2% are between 45-54 years old, 52.2% are between 35 and 44 years old and 5.5% are between 25 and 34 years old. Table 4.2.shows this distribution.

Table 4.2: Extension officers' Distribution by Age against Deployment

Deployment Level	25-34yrs	35-44yrs	45-54yrs	Total
Location	-	7	14	21
Division	3	21	14	38
District	2	17	8	27
Province	-	2	2	4
Total	5	47	38	90
Percent	5.5	52.2	42.2	100

Source: Author (2008)

The study also wanted to establish the distribution of the farmers and ESPs according to age and findings are presented in table 4.3.

Table 4.3: Age Distribution of Farmers and ESPs

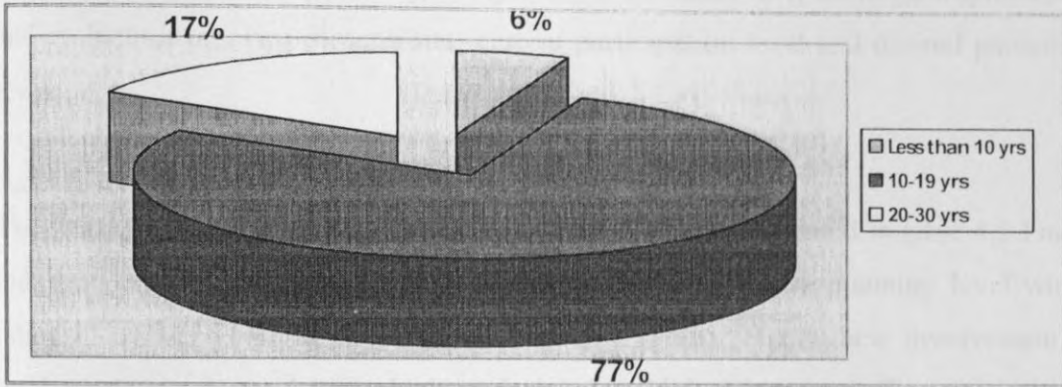
Age	Frequency	Percent
21-34yrs	7	16.3
35-44yrs	12	27.9
45-54yrs	17	39.5
55 and above	7	16.3
Total	43	100.0

Source: Author (2008)

4.2.4 Length of Service of Extension Officers

Out of the 90 respondents, 85 (94%) had worked for between 10 to 30 years hence possess the necessary experience to effectively respond to the questions put forward in this study. Figure 4.3 shows the distribution according to years of service.

Figure 3.3: Length of Service of Extension Officers



Source: Author (2008)

4.2.5 Educational and professional qualification level of respondents

Officer respondents were also asked to indicate their highest professional qualification and 18.9% had certificate, 53.3% had diplomas and 27.8 had degree. The distribution of the professional qualification against deployment levels is indicated in table 4.4.

Table 4.4: Professional Qualification of Extension Officers against Deployment

Deployment Level	Certificate	Diploma	Degree	Total
Location	13	8	0	21
Division	4	27	7	38
District	0	12	15	27
Province	0	1	3	4
Total	17	48	25	90
Percent	18.9	53.3	27.8	100

Source: Author (2008)

Farmers and ESPs were also asked to indicate their level of educational qualification and the results show that 48.8% had attained primary education only while 51.2% had attained secondary education and above.

4.3 Participation of public extension officers in other ESPs programmes.

The study intended to find out participation at formulation (planning), implementation and evaluation in two dimensions; current participation level and desired participation level.

4.3.1 Current Participation Level.

The results of the rating by both officers and clients are presented in table 4.5 Findings indicate very low involvement of public extension officers at planning level with the rating of between not at all to moderately low (1.93). The highest involvement is at implementation stage (3.02) which is depicted as high. Extension officers' involvement in monitoring and evaluation stage is moderately low to high (2.52).

Table 4.5: Current Participation by Extension Officers in Other ESP Programmes

Factor	Mean Score (officers)	Mean Score (clientele)	Difference
Planning(formulation)	1.93	2.42	.49
Implementation	3.02	3.05	.03
Monitoring and Evaluation	2.52	2.77	.25
Average	2.49	2.75	.26

Source: Author (2008)

4.3.2 Desired Participation Level

The study wanted to find out what would be ideal involvement level as desired by the officers' themselves. Table 4.6 presents the findings.

Table 4.6 Desired Participation Level by Extension Officers in Other ESPs Programmes.

Factor	Mean Score	Standard deviation
Planning(formulation)	3.57	1.12
Implementation	3.99	.88
Monitoring and Evaluation	3.90	.90
Average	3.82	.97

Source: Author (2008)

The results show that Extension officers desire high participation at all levels. Notably, although the mean score for involvement at planning level is high, the standard deviation is high due to varied perception particularly at the grassroots level (location) that feel they need moderately low participation at this level.

4.4 Perception on Pluralistic Extension Delivery System.

4.4.1 Satisfaction of Farmers' needs, Enhancement of Professionalism in Service delivery, Linkages, and Access to services and synergy creation.

The study wanted to establish the perception of the officers based on the above factors. The response shows that farmers' diverse needs are being met satisfactorily well (Mean score, 3.62). Possibility of pluralistic extension delivery system enhancing professionalism was rated as high (mean score, 3.49). Respondents were asked to rate the level at which effective linkages between extension service providers and other stakeholders involved in technology development and provision of facilitating factors has been achieved under pluralistic extension delivery system. The ratings was high to quite high (mean score, 3.77).

Responses indicated that pluralistic system has not made farmers active participants in extension delivery process. This shows that farmer's participation is still moderately low with slight improvement to high (mean score, 2.67). Averagely the perception of officers is that access to extension services by farmers is still inadequate with a rating of

moderately low to high (mean score, 2.56) while synergy creation is perceived to have been achieved at high rate. Findings of the factors are summarised on table 4.7.

Table 4.7: Extent pluralistic extension delivery system has affected farmers need Satisfaction, professionalism, linkages, access and synergy creation.

Factor	Mean Score	Standard Deviation
Catering for diverse needs of farmers	3.62	.83
Enhancement of professionalism	3.49	.97
Effective linkages between ESPs and other stakeholders	3.77	.80
Enhancement of farmers participation	2.67	.88
Better access to extension services by farmers	2.56	.88
Enhancement of synergy creation	3.02	.83

Source: Author (2008)

4.4.2 Possibility of Pluralistic Delivery System resulting in Competition among ESPs, Duplication of efforts, Gaps in coverage and Dissemination of conflicting Messages.

The findings as perceived by both extension officers and clients are shown on table 4.8. Evidently clients' rate on the negative effects of the system is lower than the officers' as manifested by the mean scores. For example while officer's rate possibility of the system resulting in duplication as high, the farmers indicate that this is moderately low.

Table 4.8: Rating of pluralistic system resulting in competition, duplication, gaps and dissemination of conflicting messages.

Factor	Mean score by officers	Mean score by clientele	Difference
Competition among ESPs	2.87	-	-
Duplication of efforts	3.29	2.23	1.06
Gaps in coverage	2.91	2.53	.38
Dissemination of conflicting information	2.89	2.67	.22

Source: Author (2008)

4.4.3 Effectiveness of Pluralistic system.

The extent to which pluralistic extension delivery system has resulted in effectiveness and efficiency can be gauged in terms of coverage, relevance of extension packages and technology adoption rate. Respondents were asked to give their perception by rating these factors. Table 4.9 presents the findings.

Table 4.9: Impact of pluralistic extension delivery system on coverage, extension packages and technology adoption

Factor	Mean score by officers	Mean score by clientele	Difference
Coverage	3.10	3.02	.08
Relevance of extension packages	3.01	3.09	.08
Technology adoption rate	2.83	-	-

Source: Author (2008)

Both coverage and relevance of extension packages are rated as high by officers and farmers while technology adoption rate is moderately low to high (mean score of 2.83).

4.4.4 Pluralistic System and its Effect on Sustainability and Dependency syndrome

Respondents were asked to rate the level of sustainability and dependency syndrome creation as perceived by them. The outcome is summarised on table 4. 10.

Table4.10: Perceived Sustainability and Dependency Syndrome Creation

Factor	Mean score	Standard deviation
Creation of sustainability strategy to farmers	2.68	.98
Creation of dependency syndrome to farmers	3.03	1.21

Source: Author (2008)

Creation of sustainability was rated as moderately low though tending towards high (2.68) while dependency syndrome creation was rated as high (3.03). Although the mean score for creation of dependency syndrome is 3.03 there is a lot of variation in the rating as shown by high standard deviation (1.21) as 28 out of 90 feel it is still moderately low.

4.4.3 Demographic Factors Determining Perception of Agricultural extension officers.

The study intended to find out demographic factors that influence the perception of agricultural officers (extension officers). The influence of demographic factors on officers perception of issues considered in the study was found to be varied .Tables 4 .11 to 4.18 show some of the influences.

Table 4.11: Effects of Age on rating of farmers varied need satisfaction

Age	Location	division	District	Province
25-34	-	3	3-4	-
35-44	3	3	3	3
45-54	3	4	4	5

Source: Author (2008)

Findings indicated on table 4.11 shows that age affects perception of the respondents on the level of satisfaction of varied needs of farmers. Those aged 25-34 years rated this as high to moderate while those aged 45-54 rated quite high and very high.

Table 4.12: Effects of age on rating on professionalism enhancement

Age	Location	division	District	Province
25-34	-	3	1	-
35-44	3	4	3	5
45-54	2	3	4	-

Source: Author (2008)

Data analysed show noticeable influence of age on rating of professionalism enhancement. Those aged 25-34 rated this as very low and moderately high while those above 35years rated it quite high and very high. Table 4.12 shows this. Results also show that age has influence on rating of level of sustainability achievement. Professional qualification of officers has got influence on their perception about the effect of pluralistic extension delivery system on professionalism enhancement and technical adoption. The findings are shown on tables 4.13 and 4.14 respectively.

Table 4.13: Effects of professional qualification on perception on professionalism enhancement by pluralistic extension delivery system.

Professional qualification	Location	division	District	Province
certificate	3	4	-	-
Diploma	3	3-4	3	5
Degree	-	5	2	3-5

Source: Author (2008)

Table 4.14: Influence of professional qualification on rating of technical adoption

Professional qualification	Location	Division	District	Province
Certificate	2	3	-	-
Diploma	3	3	3	4
Degree	2	2	2	2

Source: Author, 2008

Results show that gender has influence on perception of officers on certain issues for example female officers at location level rated incidences of duplication as very high while male officers at same level rated it moderately low. Notably, gender also has influence on perception of officers on gaps in extension delivery. Tables 4.15 and 4.16 show indicate the results.

Table 4.15: Influence of gender on perception on Duplication of efforts

gender	Location	Division	District	Province
Female	5	4	1	4
Male	2	3	3	4

Source: Author, 2008

Table 16: Influence of gender on perception on Gaps in extension delivery

gender	Location	Division	District	Province
Female	2-5	2-5	4-5	1
Male	2	3	2	3

Source: Author, 2008

No significant influence of number of years worked by officers was noted in the findings.

4.6 Perceived Performance Of Public Extension Officers.

4.6.1 Capacity Building, Facilitation and Competence in Extension Delivery

Officers were asked to rate the level of positive impact on their performance with respect to capacity building, facilitation, and competence in extension delivery. Table 4.17 shows the responses. All the three factors were rated as high (mean score, 3.3, 3.09 and 3.39 respectively). This reflects a situation where due to multiplayer in extension provision extension officers have had more opportunities for capacity building, and better facilitation.

Table 4.17: Impact of pluralistic system on capacity building, facilitation and competence in extension delivery.

Factor	Mean score	Standard deviation
Capacity building at personal level	3.30	.94
Facilitation to reach clientele (farmers)	3.09	1.11
Competence in extension delivery	3.39	.93

Source: Author (2008)

4.6.2 Extension Officers' Ability to Act as Coordinators, Technical Supervisors and Quality Controller.

Respondents were asked to indicate their perceived ability to act in these positions at their respective levels. Findings indicate that extension officers have confidence that they would be able to satisfactorily do these functions. The perceived ability was confirmed by clients in their rating except in quality control where the ratings show that the officers might not be competent. The results are presented in table 4.18.

Table 4.18: Extension officer's ability to act as coordinators, supervisors and controller.

Factor	Mean score by officers	Mean score by clientele	Difference
Coordination	3.14	3.30	.16
Technical supervision	3.28	3.26	.02
Quality controller	3.03	2.93	.1

Source: Author (2008)

4.6.3: Perceived Performance with Respect to Activities done, Creating Results and Meeting demands of ESPs

Respondents were asked to rate their perceived performance under pluralistic extension delivery system. Findings indicate that according to extension officers, there is improved performance under pluralistic extension delivery system in activities done and targets met, creating results to clientele and meeting demands of ESPs. Rating by clientele was also high (3.40 and 3.02) for creating results and meeting demands of farmers. These findings are presented on table 4.19

Table 4.19: Level of activities done, creating results and meeting demands of ESPs

Factor	Mean score by officers	Mean score by clientele	Difference
Activities done and targets met	3.41	-	-
Creating results to clientele	3.37	3.40	.03
Meeting demands of ESPs	3.27	3.02	.25

Source: Author (2008)

4.6.4 Contribution of Farmers' Attitude, ESPs Complementarities & Competition and Policy Guideline on Positive Performance of Officers.

Performance of extension officers can be affected by a number factors either negatively or positively. Extension officers were asked to rate the level at which farmers' attitude, ESPs complementarities, competitiveness and finally policy guideline positively contribute to their performance. Findings are summarised in table 4.13.

Table 4.20: Contribution of farmers' attitude, ESPs complementarities & competition and policy guideline on positive performance of officers.

Factor	Mean score	Standard deviation
Farmers attitude to change	2.88	.76
ESPs complementarities	3.13	.78
ESPs competitiveness	3.17	.86
Policy guideline	2.98	1.02

Source: Author (2008)

Both farmers' attitude and policy guidelines were rated moderately low to high in contributing to officers' positive performance (2.88 and 2.98 respectively). ESPs complementarities and ESPs competitiveness were perceived as highly contributing to positive performance of officers (3.13 and 3.17).

4.6.5 Suggestions for Improving Extension Officers' Performance.

Agricultural extension officers were asked to suggest how their performance can be improved under pluralistic extension delivery system. A number of issues were raised that can be summarised as follow: capacity building for officers to enhance their ability to coordinate and supervise extension service delivery by various ESPs: Enhancement of facilitation to officers: Harmonization of service delivery to include joint planning so as to avoid duplication of efforts: Involvement of extension officers at all levels thus planning, implementation and monitoring: Operationalization of extension policy. And lastly the officers indicated that there should be clear recognition of officers' contribution

in ESPs programmes whether through documentation or any other befitting manner.

Clients suggestion on ways of improving performance of extension officers were more or less the same to those cited by extension officers but also included need for increased visits to farmers, increment in staff salary, strengthening collaboration with other departments e.g. Office of the President, proper information flow between the players and farmers.

4.5 Relationship between Perception and Performance of Extension Officers.

Theoretically there is documentation on the fact that perception and performance are related. This study intended to find out the relationship between perception of agricultural extension officers and their perceived performance. Both mean scores for officers' perception and perceived performance were separately calculated for all the 90 respondents. Linear correlation method was then used to determine the relationship between the two variables. Officers' perception was considered as the independent variable while perceived performance was taken as the dependent variable.

Using Excel (CORREL) linear correlation coefficient (Pearson product moment correlation coefficient) was calculated. Coefficient of correlation (r) was found to be 0.4 with a coefficient of determination (r^2) of 0.16 (16%). The result of this analysis shows that there is positive relationship between perception of extension officers on pluralistic extension delivery system and their perceived performance. Increase in level of perception would therefore be expected to trigger increase in perceived performance. The coefficient of determination of 0.16 however shows that only 16% of variation in performance could be explained by the linear relationship between perception and perceived performance of the officers while the rest would be due to other factors.

CHAPTER FIVE: SUMMARY, DISCUSSIONS AND CONCLUSIONS.

5.1 Summary, Discussions and Conclusions

The first objective of this study was to establish the perception of agricultural extension officers in Coast province on pluralistic extension delivery system. Results generated from this study indicate that perception of agricultural officers on factors that were considered varied. Notably, the results show that pluralistic extension delivery system has had positive impact on satisfying farmers varied needs while at the same time the linkages between ESPs and other stake holders has been enhanced. The findings show that extension officers perceive that there has been enhancement of professionalism and some synergy creation in delivery of services.

The results however show perceived low participation of farmers and that farmers' access to extension services is still low. Possibilities of pluralistic extension system resulting in duplication of efforts, gaps in extension delivery, competition among ESPs and dissemination of conflicting messages were generally perceived by officers as tending towards high but not beyond. Perception of both officers and clients on the effectiveness of the system is rated generally as high. Officers perceive the system as having the potential of creating dependency syndrome while enhancing moderate sustainability in some cases.

Due to multiplayer effect, the system seems to be able to satisfy many farmers needs as desired, a situation that is destined to bring effectiveness as this would enable farmers to strategically position themselves in the ever changing field of agricultural development. It is also evident in the findings of this study that there is lack of coordination. These results also confirm earlier studies done by Mugunieri et al. (2006) which indicated that there is some improvement in delivery of services due to pluralistic extension delivery but lack of coordination is a draw back. Whereas the desired results as contained in SRA would be to improve farmers participation, the fact that they have by and large remained passive beneficiaries could be attributed to different approaches put in place by

the ESPs some of which might encourage giving of handouts to the extent of encouraging dependency syndrome.

In collusion, although the perception of officers on pluralistic extension delivery system is generally positive there is still a lot of potential to improve the impact of the system so as to achieve the desired goals. The researcher also wants to bring out the fact that perception is affected by many factors some of which are season and event related hence the possibility of fluctuations of some of the results indicted herein.

The second objective of the study was to establish the demographic factors determining perception of agricultural extension officers. Age, professional qualification and gender were found to have influence on the perception of officers on various factors that were considered in this study. Age was found to determine the perception of officers on how the system has resulted in satisfaction of varied needs of farmers, enhancement of professionalism and sustainability. Summarily the younger officers perceive that the system has less positive impact on satisfying farmers and enhancement of professionalism than do the older officers' rating. However their perception on sustainability creation is vice versa. Female officers do perceive that there are significant gaps in delivery of services and duplication of efforts while the male counterparts perceive this as not very high.

In other studies these demographic factors have been documented as influencing perception for example study done by Makau (2002) on perception on humor indicated differences influenced by gender. Other studies like Ngolovi (2003) in his study on appraisals found out that level of education and gender influence perception and this has also been confirmed in this study. Many others have documented a number of factors that influence perceptual process that were not considered in this study. The researcher points out that some of the findings might have been under the influence of environment or situations as the there could have been no tight controls at the time of data collection.

The researcher concludes that perception of officers is influenced by a number of demographic factors either singly or jointly. It is also expected that the type of previous interaction of officers with other ESPs would play a big role. For example officers who have had cordial collaboration with other ESPs would have positive perception and vice versa irrespective of their demographic inclination. It is however evident from the findings that extension age, gender and professional qualification would determine perception in similar conditions.

The third and last objective was to find out the relationship between perception of agricultural extension officers and their perceived performance regarding pluralistic extension delivery system. The result of the analysis done indicates a positive correlation between perception and perceived performance of extension officers. The coefficient of correlation of 0.4 and determination of coefficient of 16% show that the relationship between perception and perceived performance of officers is such that 84% of changes in the latter could be due to other factors. The result therefore shows that out of the so many factors that affect performance of agricultural officers, their own perception about pluralistic extension delivery system accounts for 16%. It is however important to emphasize here that performance of agricultural officers is determined by so many other factors which could not have been examined in this study. In the opinion of the researcher, the level of correlation revealed by this study on a single factor is very significant considering the other multitude factors that would determine performance of extension officers.

The result of this study confirms some of the documented findings for example Mayo's experiments at Western electric's Hawthorne works in Chicago showed that workers' attitude towards their jobs greatly affect their output. Other documentations like that of Whittington, et al (2005) indicate that strategies or management systems are known to succeed when the implementers' (employees) perception about the same is supportive.

In conclusion it suffices to indicate that perception of agricultural extension officers on pluralistic extension delivery system has significant influence on their ultimate

performance under this system. It is therefore imperative that for the system to function effectively a deliberate effort should be made to positively influence their perception.

5.2 Limitations of the Study

The study was too broad in scope and this limited the researcher's ability to narrow down on specific issues. It was also realized that some of the responses might have been influenced by certain HR issues that were not specifically covered in the topic of study. For example there might have been a lot of influence of issues like promotion and general movement through the ranks which were not considered in this study. The five districts chosen for the study were expansive and hence the researcher depended solely on the research assistants.

5.3 Suggestions for Further Research.

Although this research study analysed perceived performance of public extension officers, other studies can be done using empirical performance measurement. Other studies can also look at the strategies, perception, and performance of other ESPs with respect to this system. The other studies can also narrow down on the specific impact of pluralistic extension delivery system with a biased on actual results to farmers.

5.4 Implications for Policy and Practice.

As documented by studies done by FAO in many countries, one of the contributing factors to less success in pluralistic extension delivery system is the lack of policy support. In this study response from both extension officers and clients indicate that there is need to strengthen policy guideline that would usher in issues of harmonization, quality control and supervision. Involvement of officers should be streamlined to ensure participation at all levels including formulation for improved accountability and effectiveness. The study concludes that there would be greater improvement in the system if capacity building of extension staff was carried out with special touch on coordination and other social aspects that would enhance their ability to harness and manage diverse needs of farmers and ESPs.

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APPENDIXES

Appendix 1: Questionnaire for Officers

The Relationship between Perception and Performance of Agricultural Extension Officers in Coast Province Regarding Pluralistic Extension Delivery System.

SECTION I: BIO-DATA

1).Ministry.....

2).Station level

- 1) Location
- 2) Division
- 3) District
- 4) Province

3). Name (optional).....

4). Deployment.....

5). Gender

- 1) Female
- 2) Male

6). Age

- 1) 24yrs and below
- 2) 25yrs-34yr
- 3) 35yrs-44yrs
- 4) 45yrs-54yrs

7).Professional qualification

- 1) Certificate
- 2) Diploma
- 3) Degree

8). for how long have you worked with the ministry?

- 1) Less than ten years
- 2) 10yrs - 19yrs
- 3) 20 yrs-30yrs
- 4) More than 30 yrs

SECTION II: QUESTIONS ON PARTICIPATION OF PUBLIC OFFICERS IN OTHER EXTENSION SERVICE PROVIDERS' PROGRAMMES.

9).What is the level of your participation in other Extension service providers (ESPs) programmes?

- 1) Very low
- 2) Moderately low
- 3) High
- 4) Quite high.
- 5) Very high

Using a scale of 1-5 where 1-not at all, 2-moderately low, 3-High, 4-moderately high, and 5-very high. Please rate your level of involvement in other ESP programmes with respect to the following?

	1	2	3	4	5
10). Formulation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11).Implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12). Monitoring and Evaluation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Using a scale of 1-5 where 1-not at all, 2-moderately low, 3-High, 4-moderately high, and 5-very high. In your opinion what level of involvement would you propose with regard to the following?

	1	2	3	4	5
13). Formulation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14).Implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15). Monitoring and Evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION III: QUESTIONS ON PERCEPTION OF AGRICULTURAL OFFICERS' ON PLURALISTIC EXTENSION DELIVERY SYSTEM.

16).One reason for encouraging pluralistic extension system is to cater for diverse needs of extension clientele in any given area. In your opinion to what extent can this be achieved under pluralistic extension delivery system?

- 1) Not at all
- 2) Moderately low
- 3) High
- 4) Quite high.
- 5) Very high

17).In your opinion to what extent does pluralistic extension delivery system enhance professionalism in extension package delivery?

- 1) Not at all
- 2) Moderately low
- 3) High
- 4) Moderately high.
- 5) Very high

18).Effective linkages between extension service providers and the other stakeholders involved in technology development and provision of facilitating factors are essential. In your opinion how has this been achieved under pluralistic extension delivery system?

- 1) Not at all
- 2) Moderately low
- 3) High
- 4) Moderately high.
- 5) Very high

19).Pluralistic extension delivery system is envisaged to enhance participatory extension delivery with clientele (farmers) playing a big role rather than being passive partners .In your opinion to what extent has this been achieved under this system?

- 1) Not at all
- 2) Moderately low
- 3) High
- 4) Moderately high.
- 5) Very high

20).In your opinion to what level has pluralistic extension delivery system resulted in better access to extension support services by the clientele (farmers and other stakeholders)

- 1) Not at all
- 2) Moderately low
- 3) High
- 4) Moderately high.
- 5) Very high

21).In your opinion what is the level of synergy creation by the various ESPs programmes?

- 1) Not at all
- 2) Moderately low
- 3) High
- 4) Moderately high.
- 5) Very high

Using a scale of 1- 5 where 1-not at all, 2-moderately low, 3-High, 4-moderately high and 5-very high. Please rate the incidence of pluralistic extension delivery resulting into:

In your view, how has pluralistic extension delivery system resulted into the following? (Use a scale of 1- 5 where 1-not at all, 2-moderately low, 3-High, 4-moderately high and 5-very high)

- | | 1 | 2 | 3 | 4 | 5 |
|------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 22). Competition among ESPs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 23). Duplication of efforts | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 24). Gaps in coverage | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 25). Dissemination of conflicting information. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

In your view to what extent has pluralistic extension delivery resulted to efficiency and effectiveness of extension delivery with respect to the following? (Use a scale of 1- 5 where 1-not at all, 2-moderately low, 3-High, 4-moderately high and 5-very high)

- | | 1 | 2 | 3 | 4 | 5 |
|--------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 26). Coverage. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 27). Relevance of extension packages | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 28). Technology adoption rate | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Using a scale of 1- 5 where 1-not at all, 2-moderately low, 3-High, 4-moderately high and 5-very high), please rate to what level pluralistic extension delivery system has resulted in :

- | | 1 | 2 | 3 | 4 | 5 |
|--------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 29). Creation of sustainability strategies for farmers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 30). Creation of Dependency syndrome for farmers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

SECTION IV: QUESTIONS ON PERCEIVED PERFORMANCE OF EXTENSION OFFICERS.

(Use a scale of 1- 5 where 1-not at all, 2-moderately low, 3-High, 4-moderetly high and 5-very high). In your opinion, how has pluralistic extension delivery impacted on your performance with reference to the following?

- | | 1 | 2 | 3 | 4 | 5 |
|------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 31).Capacity building at personal level | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 32). Facilitation to reach clientele (farmers) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 33) .Competence in extension delivery | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Coordination, technical supervision and quality control of service delivery in pluralistic extension delivery system are of paramount importance. Using a scale of 1- 5 where 1-not at all, 2-moderately low, 3-High, 4-moderetly high and 5-very high, how do you rate your ability as :

- | | 1 | 2 | 3 | 4 | 5 |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 34) Co-coordinator | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 35) Technical supervisor | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 36) Quality controller | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Using a scale of 1- 5 where 1-not at all, 2-moderately low, 3-High, 4-moderetly high and 5-very high, please rate your performance under pluralistic extension delivery system with respect to:

- | | 1 | 2 | 3 | 4 | 5 |
|------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 37). Activities done and targets met | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 38) Creating results (measurable) to clientele | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 39) Meeting the demand of ESPs | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Using a scale of 1- 5 where 1-not at all, 2-moderately low, 3-High, 4-moderately high and 5-very high, How would you rate the positive contribution to your performance with regard to the following under pluralistic extension delivery system.

- | | 1 | 2 | 3 | 4 | 5 |
|----------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 40).Farmers attitude to change | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 41).Extension service provider's complementarities | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 42). Extension service providers competitiveness | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 43). Policy guidelines | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

44).In your view, how would performance of agricultural extension officers be enhanced under pluralistic extension delivery system?

Appendix 2: Questionnaire for Clients

The Relationship between Perception and Performance of Agricultural Extension Officers in Coast Province Regarding Pluralistic Extension Delivery System.

SECTION I: Biodata

1).District.....

2). Division.....

3). Location

4. Name (optional).....

5. Occupation

1) Farmer

2) ESP

6). Gender

1) Female

2) Male

7).Age

1) 20yrs and below

2) 21yrs-34yr

3) 35yrs-44yrs

4) 45yrs-54yrs

5) 55 and above

8). Educational Qualification

1) Primary education

2) Secondary level

3) Degree

9) .Professional qualification

1) Certificate

2) Diploma

3) Degree

SECTION II: Perceived performance of Agricultural Extension Officers.

10) .What is the level of your interaction with Agriculture sector Extension officers in this province?

- 1) Not at all
- 2) Moderately low
- 3) High
- 4) Quite high.
- 5) Very high

11) Using a scale of 1-5 where 1) -is Not at all 2) Moderately low 3) High 4) Quite high. 5) Very high

At what level would you rate your involvement in other ESPs (other than agric. Sector) programmes with respect to the following?

1 2 3 4 5

12). Planning

13) .Implementation

14). Monitoring and Evaluation

15).In your opinion what is the level of involvement of public extension officers' in other in implementation other ESPs programmes/ activities?

- 1) Not at all
- 2) Moderately low
- 3) High
- 4) Quite high.
- 5) Very high

16).In your opinion what is the level of synergy creation by the various ESPs programmes/activity

- 1) Not at all
- 2) Moderately low
- 3) High
- 4) Quite high.
- 5) Very high

Using a scale of 1-5 where 1) -is Not at all 2) Moderately low 3) High 4) Quite high. 5) Very high

Please rate the incident of pluralistic extension delivery resulting into:

1 2 3 4 5

- 17). Duplication of services
- 18). Gaps in coverage and delivery of services.
- 19). Possible confusion creation to farmers.

Using a scale of 1-5 where 1) -is Not at all 2) Moderately low 3) High 4) Quite high. 5) Very high

In your view to what extent has pluralistic extension delivery affected efficiency and effectiveness of Agriculture sector extension officers with respect to the following?

- 20). Coverage.
- 21) .Relevance of extension packages
- 22). Timeliness of extension delivery.

In your opinion how would you rate the performance of agriculture sector officers under pluralistic extension delivery with reference to the following?

- 23). Ability to serve various ESPs effectively
- 24). Ability to meet farmers varied needs.

In your opinion how would you rate the performance of agriculture sector extension officers under pluralistic service delivery system with respect to the following?

- 1) Very low
- 2) Moderately low
- 3) High
- 4) Quite High
- 5) Very high

- 25).As regulators of agricultural technical information
- 26).As coordinators of ESPs at various levels.

27).In your opinion how would performance of agriculture sector extension officers be enhanced under pluralistic extension delivery?



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
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P.O. Box 99469
 Mombasa, Kenya

DATE: 15th July 2008

TO WHOM IT MAY CONCERN

The bearer of this letter Phoebe A. Ojwang'

Registration No: DG1/P/8606/2005

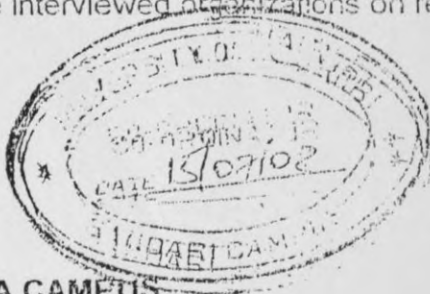
is a Master of Business Administration (MBA) student of the University of Nairobi, Mombasa Campus.

She is required to submit as part of her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate if you assist her by allowing her to collect data in your organization for the research.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

Cyrus Iraya



Cyrus Iraya
 CO-ORDINATOR, MOMBASA CAMPUS