

**ORGANIZATIONAL EFFICIENCY OF EXTENSION SERVICE IN  
AGRICULTURAL DEVELOPMENT PROGRAMME (ADP) IN IMO STATE.**

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**ABSTRACT**

The study aimed at examining the organizational efficiency of extension service in Imo State Agricultural Development Programme by specifically looking at its organizational setup, qualifications and functions of the extension personnel and operational efficiency of Imo State ADP. Multi stage random sampling technique was used to collect data from 50 farmer respondents and 50 extension respondents using structured questionnaires and interview schedule. The data collected were analyzed using appropriate statistical tools such as Mean, Frequency distribution and Percentages, which were used to analyze the organizational setup of the extension service, qualifications and functions of the extension personnel and efficiency of Imo ADP extension service. Farmers' assessment of the performance of Imo ADP as well as factors influencing the efficiency or otherwise of the extension service were determined using the Likert type scale. While the hypothesized relationship was established using Ordinary Least Square multiple regression model. The study observed that direct relationship exists between operational efficiency of the extension service and the organizational setup of Imo State ADP. The extension service of Imo ADP extension service was managed and administered by different levels of officers at the state headquarter, zonal headquarters, Block and Circle levels. TTC/NCE/OND was the minimum qualification possessed by the extension personnel. Inadequate funding, lack of personnel motivation and training were the major problems militating against the organizational efficiency of the extension service. The study therefore recommended that the organization of the extension service at Headquarter, Zonal, Block and Circle levels should be improved and sustained for organizing extension service in Nigeria. Alternative sources of funding extension service in Nigeria, as well as adequate training and motivation of staff should be put in place.

**Keywords: Organizational efficiency, Extension service, Extension administration, Imo ADP**

**INTRODUCTION**

Agriculture primarily provides employment and income for the active workforce, foreign exchange for the economy, food for consumption and raw materials for the industries. To perform and maintain these basic roles extension ensures that information flows from producers to consumers and from facilitators to users of agricultural information, technologies and knowledge (Adebayo and Adedoyin 2011). Extension also enables rural and urban clientele to determine their problems and be able to rise above such problems using their own resources (Asiabaka, 2002).

Effective extension activities derive from adequate extension coverage and resource utilization. Hence, the need to teach wide scope of subject matter to a large number of scattered clientele using available resources evolved extension organization. It is a setup or human creation through which individuals working as a group can cooperate effectively as an individual working alone (Madukwe, 2011), such as "when two men cooperate to roll a stone that neither could move alone", (Nwachukwu, 1999); a pattern of ways in which people, materials, ideas are arranged to perform extension functions.

Extension organization has been arranged following the cooperative extension service, ministry extension service, community development extension service, commodity extension service and integrated rural development extension service as operated by the ADP extension framework.

Meanwhile, individuals in an organization often have personal objectives that may conflict with the overall objectives of the organization. Hence, the need to coordinate many and often conflicting interests in extension organization so perfectly that they operate as a single unit (Nwachukwu, 1999). The effort which brings a group of people together for a singular purpose of discharging various

extension functions is called extension administration (Madukwe, 2011).

Mgbada (2010) and Madukwe (2011) both identified inefficient extension organization among the problems of administering agricultural extension in Nigeria. Imo State ADP which took off in 1987 with the objectives of establishing a reorganized, disciplined and well supported T & V as well as mobilizing small scale farmers for increased productivity and income is spread across three agricultural zones of Owerri, Orlu and Okigwe demarcated into 38 blocks and delineated into 286 circles for effective extension activity coverage affecting 303, 333 farm families (Imo ADP,2002). This brings to puzzle how efficiency is delivered in Imo ADP extension service across its large organization, in terms of roles and functions. This study therefore sought to examine the organizational efficiency of Imo State ADP extension service.

The specific objectives were to:

- Determine the organizational setup of extension service in Imo ADP;
- Ascertain the qualifications of extension personnel in Imo State ADP;
- Determine the roles of extension personnel in Imo State ADP;
- Assess the operational efficiency of Imo ADP extension service;
- Identify factors that influence the efficiency or otherwise of the extension service.

The above is on the assumption that there is no direct relationship between operational efficiency of the extension service and the organizational setup.

## METHODOLOGY

The study was conducted in Imo State. Imo State lies within latitude 4° 45'N and 7° 15'N, and longitude 6° 50'E and 7° 25'E with land area of 5,530 km<sup>2</sup>. It is bordered by Abia State on the East, by River Niger and Delta State on West, by Anambra State to the North and Rivers State to the South ([www.wikipedia.org/wiki/Imo\\_State](http://www.wikipedia.org/wiki/Imo_State)). The State is divided into three agricultural zones, 38 blocks and 286 circles. Multiple stage sampling procedure was used to select respondents for the study. First stage involved stratification of the extension service into state headquarter, zonal headquarter, block and circle strata. Second stage involved a random selection of 50 extension personnel, thus: State headquarters- 3, zonal headquarter-11, block-18 and circle -18. Thirdly, 50 farmers were randomly selected from Owerri, Okigwe and Orlu agricultural zones, thus: Owerri zone -20, Okigwe zone - 15 and Orlu zone – 15 to give a total of 100 respondents. Two sets of questionnaire forms administered through interview schedule were used to collect data from the respondents. The analysis was done using descriptive statistics like mean score, frequency distribution, percentages. Farmers' assessment of the performance of the extension service was measured on a 3-point likert scale (very efficient – 3, efficient -2, not efficient -1), while factors influencing the efficiency or otherwise of the extension service was measured on (not serious - 1, serious -2, very serious -3). The hypothesized relationship was established using ordinary Least Square multiple regression model.

## RESULTS AND DISCUSSION

### Organizational Setup of Imo State ADP Extension Service

**Table 1: Distribution of extension personnel by organizational setup**

Location	Frequency	Percentage
State headquarters	12	12
Zonal headquarters	32	32
Block	16	16
Circle	40	40
<b>Total</b>	100	100

Source: Field Survey data, 2008.

Table 1 shows that 40% representing majority of the sample operate at the Circle, 32% operate at the zonal headquarters, 16% operate at the Block, while 12% do their work at the state headquarters indicating that bulk of the extension work is carried out at the circle. This also implies that the extension setup is dominated by field officers and thus lends weight to the findings of Madukwe (2005) that, "the local extension worker is the most important single element in achieving the aims and objects of extension organization." Hence, should be properly trained and motivated for the job.

#### Educational qualification of ADP extension personnel

**Table 2: Distribution of the extension personnel by educational qualification**

<b>Educational qualification</b>	<b>Frequency</b>	<b>Percentage %</b>
TTC/NCE/OND	15	30
HND	28	56
BSc/PG Degree	7	14
<b>Total</b>	50	100

Source: Field survey data, 2008

Table 2 shows that majority (56%) of the sample had HND, more than 13% had at least TTC/NCE/OND qualification, while 14% possess BSc/PG Degree. This shows that the extension personnel possess up to the minimum qualification for their job as recommended by Madukwe (2005) that personnel recruited for extension work should have a degree or a higher degree qualification in any area of agriculture, such that with minimum in-service training they will be efficient in performing their jobs.

#### Functions of Imo ADP extension personnel

**Table 3: Distribution of the Extension Personnel by Functions**

<b>Functions</b>	<b>Frequency</b>	<b>Percentage</b>
Administration	9	18
Supervision	13	26
Monitoring and Evaluation	4	8
Data collection and reporting	2	4
Programme planning	2	4
Innovation dissemination	20	40
<b>Total</b>	50	100

Source: Field Survey data, 2008.

From Table 3 above, 40% representing majority of the respondents perform the function of innovation dissemination to the clientele, the supervisory role is performed by 26%, administrative functions are carried out by 18% of the sample, 8% are involved in monitoring and evaluation, 4% carry out data collection and reporting, while 4% execute programme planning.

**Operational Efficiency of Imo ADP Extension Service****Table 4: Distribution of Farmers based on their Awareness and Participation in Imo ADP Extension Activities**

Extension Activities	Not aware		Aware		Aware & Participate	
	Frequency	%	Frequency	%	Frequency	%
Credit Loan linkage	10	3.3	35	11.6	20	6.7
Technical assistance	15	3	18	6	30	10
Input assistance	10	3.3	26	8.6	23	7.6
Marketing assistance	14	4.6	30	10	18	6
Innovation communication	15	5	27	9	15	5
<b>Total</b>	<b>64</b>	<b>19.5</b>	<b>126</b>	<b>45.2</b>	<b>106</b>	<b>35.3</b>

Source: Field Survey data, 2008.

**NB: Multiple responses**

Table 4 shows that majority (45.2%) of the sample are aware of the activities of the extension activities of the, while 35.3% are aware and participate in the extension activities of the ADP. This suggests that majority of the farmers sampled only hear (aware) about the activities of the ADP without access to them, or details of their costs and benefits. Thus end up at the awareness stage of the adoption process as put forward by Van den Ban and Hawkins. There is need therefore for the ADP to improve its extension service through wider coverage and proportionate ratio of extension agent to farmer to enable interested farmers participate.

**Table 5: Distribution of Farmers according to their Assessment of Imo State ADP Extension Service.**

ADP

Item	Frequency			Mean Likert	Remark
	Very efficient	Efficient	Not efficient		
Organizational setup	5	25	20	1.7	Efficient
Performance of extension personnel	7	30	13	1.9	Efficient
Visits by extension officers	4	22	24	1.2	Not eff.
Recommendations from the extension service	4	26	20	1.7	Efficient
<b>Total</b>	20	103	77		
<b>Percentage</b>	10	51.5	38.5		

Source: Field Survey data, 2008.

Table 5 reveals that majority of the sampled farmers (51.5%) assessed the extension service as being efficient in the area of organizational setup, performance of extension officers and yield of extension recommendation to farmers. Since extension work can be assessed based on the reaction of the beneficiaries as posited by Madukwe (2005), the ADP can increase its efficiency by mobilizing more farmers for greater productivity and improved livelihood.

**Factors influencing the efficiency or otherwise of Imo State ADP extension service****Table 6: Distribution of problems according to the extent to which they militate against the organizational efficiency of Imo ADP extension service.**

Problem	Frequency			Mean Likert	Remark
	Very serious	Serious	Not serious		
Lack of personnel motivation	25	55	20	2.0	Serious Serious Serious Serious Not serious Serious Serious Serious Not serious Not serious Not serious serious
Lack of personnel training	22	43	35	2.1	
Lack of supportive logistics	20	30	50	1.7	
Limited coverage of extension services	24	28	48	1.8	
Political interference	4	38	58	1.5	
Poor admin. Network	8	58	34	1.7	
Inadequate funding	40	38	22	2.2	
Corruption	20	40	40	1.8	
Gender bias	4	20	76	1.3	
Bureaucracy	6	43	51	1.0	
Infighting among personnel	-	10	90	1.1	
Government policy	20	35	45	1.8	
<b>Total</b>	193	438	569		
<b>Percentage</b>	16	36.5	47.5		

Source: Field Survey data, 2008.

Table 6 shows that inadequate funding which has the highest mean likert of 2.2 was rated by the respondents as the most serious problem militating against the organizational efficiency of the extension service. Lack of personnel motivation, training, supportive logistics, poor administrative network, corruption and unfavourable Government policies were also identified as serious militating problems. This finding essentially reechoes the position of Agbamu (2005) that poor funding of extension programmes has been a serious and longstanding problem facing extension service. Hence, implies that extension organizations as suggested by Ogunbameru (2005) should find alternative sources of funding by looking inwards to generate funds through the establishment of commercial enterprise, commercialization of extension service, establishment of endowment fund.

**Test of Hypothesis**

**Table 7: Result of Relationship between Operational Efficiency of the Extension Service and Organizational Setup.**

Explanatory variable	Linear function	Semi-log function	Exponential function	Double-log function	Decision
Constant	679.3142	227.3924	87.4205	134.7791	Reject the Hypothesis
Organizational Setup(x)	39.4009	5.2218	0.0085	0.0921(4.5147)**	
R <sup>2</sup>	0.4923	0.3539	0.6513	< 0.7449	
F-value	44.7545	27.2231	93.0429	148.9801	
N	100	100	100	100	

\*Figure in parenthesis is the T-ratio  
Source: Field Survey data, 2008

\*\*significant at 1% level

The results in table 7 show the relationship between operational efficiency of the extension service and the organizational setup. To determine the relationship, the bivariate regression model was fitted to the data. Out of the four functional forms of model, viz: linear, Semi-log, Double log and Exponential, the double log functional form gave the best fit to the study having produced the highest value of the coefficient of determination

(r<sup>2</sup>), highest value of F-ratio and highest value of T-ratio for the significant variable. The coefficient of r<sup>2</sup> was 0.7449 which implies that 74.49% of the variation of the operational efficiency of the extension service and the organizational setup (x) was positive and significant at 1% level. This direct relationship implies that if the operational efficiency of extension service is high, it would have been as a result of better organizational

setup. Therefore, the hypothesis which states that there is inverse relationship between operational efficiency and organizational setup is hereby rejected.

#### CONCLUSION AND RECOMMENDATIONS

From the findings of the study the following conclusion and recommendations are important:

Imo State ADP organizational setup has a direct relationship with operational efficiency of the extension service. Finance, administrative bottlenecks, political interference, corruption and personnel motivation were identified among factors influencing efficient performance or otherwise of the extension organization.

It is therefore recommended that the extension organizational arrangement in Imo State ADP Should be enhanced and sustained as a model for organizing extension service in Nigeria. Extension organizations must identify alternative sources of funding extension services in Nigeria as well better ways of motivating extension personnel, especially the field extension workers who perform bulk of the extension functions.

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