

**Factors Influencing Work Motivation of Development Agents:
The Case of Lume District Agricultural Office, Oromia Region, Ethiopia**

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**Factors Influencing Work Motivation of Development Agents: The Case of
Lume District, Oromia Region, Ethiopia**

MSW DISSERTATION PROJECT RESEARCH

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CERTIFICATE

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His project work entitled **“Factors Influencing Work Motivation of Development Agents: The Case of Lume District, Oromia Region, Ethiopia”** which he is submitting, is his genuine and original work.

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ABBREVIATIONS/ ACRONYMS

ADLI	Agricultural Development Led Industrialization
ARDO	Agriculture and Rural Development Office
ATVET	Agricultural Technical, Vocational Education and Training
DA	Development Agent
FTC	Farmers Training Center
MoARD	Ministry of Agriculture and Rural Development
SMS	Subject Mater Special

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Abstract

Employees working towards organizational goals and having a strong desire to accomplish his/her duty in the organization are very important for the success of an organization. In order to generate such motivation and organizational commitment of the employees, the knowledge about what motivates and demotivates them is essential. The purpose of this study is to investigate & analyze the factors which influence work motivation of DAs. The rationale of the study was an observation that some DAs reflecting low moral, absenteeism, work stress, low performance and inability to cope well with the demands of the working environment while others are not. Another observation is that management seems not to be aware of what motivates the DAs and to strategically utilize those motivational tools to maintain preferable level of work motivation thereby increasing productivity. Age, sex, marital status, service year, placement distance from home place, and personal life were among the personal factors examined in this study. Achievement, Advancement, Recognition, Responsibility, & The work it self were analyzed under work related factors (motivational factor). Under the organization related factors (hygiene factors), Interpersonal relations, Perception about salary, Supervision, Organizational administration, Working condition and Job security were examined in this study. For data analysis, descriptive statistics like percentage, and Chi-square test were used. The work motivation level of DAs was observed as 57.1%, 22.1 % and 20.7% with medium, low & high work motivation respectively. The overall motivational-level score was 3.212 on a scale of 1 to 5 (1=lowest and 5=highest). The study was concluded with implications of the findings and recommendations to give more attention to design fair, transparent, continues, & appropriate recognition system in the organization. In addition to that it was recommended that trained individuals for supervisory and managerial position on management related issues and to minimize some assignments which have no relation with DAs actual job description are crucial. Finally, work motivation was dependent on a number of different factors and was subject to change, administrators should conduct periodic needs assessment to determine the level of motivation of DAs, identify factors influencing their work motivation and identify methods for reducing factors which demotivates, there by increasing the level of work motivation among DAs in Lume district.

CHAPTER ONE

INTRODUCTION

Among the many problems that confront human kind today, hunger is the greatest of all problems. Now with the changing agricultural scenario and perspective in the world the time is ripe for making the need based appropriate extension strategy by which information on agricultural production technology may be transmitted to all the potential users who can adopt them and produce food for their consumption and make available for others (Samanta, 1991).

In most developing countries, subsistence or traditional agriculture dominates the economy. For national progress to occur, change in agriculture is essential. Substantial change in agriculture is needed if diets are to be improved, if a surplus is to be produced for sale and if agriculture is to enter a phase of self sustained growth. A great deal of responsibility for bringing about this change rests on the Ministry of Agriculture and Rural Development(MOARD), thereby on the shoulder of Development Agents (DAs) who are at the front-line of the struggle for progressive change in agriculture (Berhanu, *et al.*, 2006).

In line with this, Ethiopia has adopted and has been vigorously pursuing Agricultural Development Led Industrialization (ADLI) as a national development strategy. The main thrust of ADLI is accelerating agricultural development by means of technological and institutional innovations, transforming the production system to that of more productive and market oriented and achieving pro-poor, gender sensitive and ecologically sound agriculture and rural development. Therefore, our economic development strategies and policies in general, and agricultural development strategies and policies in particular, are based on building the production capacity of human resources. Building the production capacity of our human resource needed to be done focusing on preparedness to work and self-initiation of our human power. This can be done by continuously improving the agricultural skill and professionalism thereby improving the generation, multiplication, and dissemination of technology (FDRE, 2001).

DAs are implementers of these policies and strategies with the determinant role. So, they are expected to hear the heart beat of the farmers' in terms of agricultural and rural development. They are the major implementers of the policies and strategies at the proximity for the farmers above all of the actors. DAs effectively and efficiently discharge these responsibilities if and only if they are motivated. In the same way, the new awaking of humanism and humanization all over the world has enlarged the scope of applying principles of human resource management in organization. More and more attention has been being paid to motivational aspects of human personality particularly the need for self-esteem, group belonging, and self-actualization (Pareek and Rao, 1992).

In order to make employees motivated and committed to their jobs in agricultural and rural development activities, there is a need for strong and effective motivation at the grass root level, sphere-head workers in the front-line who are DAs (Ayeni and Popoola, 2007).

In agricultural organizations especially at the lower level administration and management skills, if acquired at all, are learned by trial and error. As it is seen in different firms, they train managers for different position of authorities, in addition to the subject of management that has been taught in colleges and universities. An important objective of management should be to motivate staff to make the effort necessary for the achievement of the goals of the organization, or to put it another way, it is their job to make it rational for staff to do what is require of them. Managers have to devote considerable attention to the understating of the motivation process. Employees work harder and perform better if motivated with their jobs (Beder, 1990; Watanabe, 1991).

Belay and Degnet (2004) stated that the effectiveness of agricultural extension work highly depends on the availability of extension professionals and DAs who are qualified, motivated, committed and responsive to the ever-changing social, economic and political environment. In current set up three diploma holder DAs, one each in the areas of crop production, livestock production and natural resource management, have been placed in each *Kebele*. It is a good beginning but lot more needs to be done in terms of DAs - farmers' ratio in the rural areas.

The agricultural DAs are not only required to have the skills and abilities but also be well motivated to work under complex and fluid circumstances with little supervision. The DAs are expected to diagnose farmers' problems, and the willingness to do so; communicate effectively with farmers' groups; and present options, based on principles of science and good agricultural practices, which widen the real choices available to farm families (Van den Ban, 1996).

1.2. Statement of the problem

DAs in Ethiopia in general and the study area in particular, face heavy work load. First, they are expected to serve a large number of farmers; secondly, they are often required to be involved in various non-extension activities. They are often overloaded with different assignments, such as credit distribution and collection of repayments, forecasting of input demands and input delivery, mobilizing farmers for public work, *Kebele* administrative adjudication, and persuading farmers to become member of co-operatives, which are, in most cases non extension activities which are not related with their normal duties. Many people in rural area consider DAs as government spokesman rather than facilitators in rural development endeavor (Belay, 2002). Moreover currently DAs look after safety net program, which would need separate employee of its own as full time since they are engaged in different activities.

A related problem with extension service is the low morale, absenteeism and high mobility /turn over of DAs. Perhaps because of the poor incentive structure, several Subject Mater Special (SMSs) and DAs quit the extension service and join better paying NGOs or other government offices. They quit their job usually after they had gained experience in the field.

Individuals responsible for managing organization and supervising their subordinates have a variety of key responsibilities. One among these is the ability to inspire and motivate their staff & subordinates. These would encourage these people to strive for excellence, to promote productivity, and to insure the continuation of work out puts even during difficult times. But, as far as the observation of the researcher is concerned, managers and supervisors of the *woreda/district* level of the MoARD office in the study area and probably elsewhere in the region seems not to be aware of the level of DA's motivation and other conditions which leads to job

dissatisfaction. Most of the time, they lack or ignore the power of the simple courtesies that go a long way in improving the work environment. In addition, they are unable to utilize those motivational tools to maintain high level of work motivation (at least low level of job dissatisfaction), high productivity and moral among the employees.

Under such circumstances farmers are not getting appropriate advice to solve their production related problem. Even though there might be other factors and reasons contributing to the low performance, DAs have the lion's share of contribution. Similarly, almost each and every drops of efforts for improvement of agricultural production and productivity pass through DAs.

If we refer to different reports of work evaluation and understand the prevailing scenario of DAs in the study area, we can easily find that DAs reflecting low moral, absenteeism, mobility/turnover, low performance, work stress, less communication with farmers, not behave pro-society and quit their jobs.

Unfortunately, there is no research conducted so far in the study area on the crucial issue of work motivation of DAs and the factors causing concern in influencing the work motivation among these root level functionaries. Therefore, this research was conducted to fill this information gap. Identifying factors influencing work motivation of DAs is a step forward for managers and supervisors to understand the ground realities and motivate their DAs.

1.3. Research questions

The research questions addressed in this study were expected to guide the research process. The research questions were;

1. What is the existing status of work motivation of DAs? and
2. What are the factors that influence work motivation of DAs in the study area?

1.4. Objectives of the study

General objective: to find out the work motivation level of DAs and the factors influencing their work motivation.

Specific objectives: based on the general objective of the study the specific objectives were:

1. to determine the level of work motivation of DAs in the study area and
2. to identify factors influencing work motivation of DAs.

3. To suggest ways forward for the work motivations of the DAs

1.5. Significance of the study

The effectiveness of an extension service depends on effectiveness of its staff specially DAs. The best leaders are those who can motivate workers to perform at a high level while maintaining an equally high level of job satisfaction. Without exaggeration, motivating DAs is a fundamentally important dimension of successful management and a vital aspect of a leader's role. Significant agriculture and rural development organizational outcomes can be obtained by having DAs that are motivated. If managers cannot do this, they will fail as a manager. Because of this, managers and supervisors should thoroughly know factors that affect the work motivation of DAs. In addition, they should have the ability to motivate and lead the field extension worker, so that the field extension workers perform more than routine jobs.

- The present study will broaden managers and supervisors insights regarding factors influencing work motivation of the DAs.
- It will also assist managers to understand the factors and processes that are internal and external to the individual DAs in an organization that have an effect on his/her behavior and work performance.
- It will also help them to develop strategies that sustain a highly motivated spear head, frontline work force.
- The result of investigation could help BoARD to lower turnover costs by addressing motivational concerns of development agents.

It is the belief of the researcher that by identifying factors influencing work motivation of DAs, the study could provide good ground work for possible change in the agricultural extension service for current and newly employed DAs. The study is crucial and significant and it is expected that this could serve as a springboard to undertake similar detailed and comprehensive studies by the researchers in different areas of the country.

1.6. Scope of the study

The effects of motivation and job satisfaction such as the impact on the mental health, family life, and turnover and so on, are presented theoretically in order to show the significance of the

topic. Given the diversity of human behavior in terms of motivation, as such, the research does not claim to cover different aspects and to provide conclusive findings in general as well as in the study area in particular.

1.7. Limitations of the study

Due to limitation of time, financial as well as other relevant resources, the scope of this study was limited to only two SWs. Besides, the accuracy of results depends on authenticity and willingness to share actual information by DAs during the course of investigation.

1.8. Definition of terms

Work Motivation: - a process that accounts for a DA's intensity, direction and persistence of efforts towards better performance to attaining organizational goals (Robbins, 2005). Three key elements are included in the definition, i.e.

Intensity- is concerned with the magnitude of a DAs attempt.

Direction- directing the effort of DAs in an organization for its benefit.

Persistence - a measure of how long DAs can stay focused on his/her effort.

Development Agent (DA): - are employees of agriculture and rural development office who are placed at the *Kebele* /village level and expected to live with farmers in *Kebele*. They make regular and systematic visits to farms to understand their problems; undertake educational activities in the form of meetings, campaigns, demonstrations, field days, training sessions in FTCs, and exhibitions; and provide advisory services and appropriate technologies to the farmers to help them to solve their production problems (Belay and Degnet, 2004).

1.9. Organization of the Thesis

This thesis is organized into five chapters. Chapter 1 is the introductory part. Chapter 2 presents literature review with a particular emphasis to review of different theories of motivation with attention to content theories of motivation. In addition to this chapter 2 contains literature reviews focuses on different empirical studies on factors influencing work motivation of employees as a whole and DAs in particular and conceptual framework of the study. In chapter 3, research methodology, touches the brief description of the study area, sampling procedure, types of and sources of data, methods of data collection, methods of data analysis, and definition of variables and hypothesis are presented. The results and discussion part, which discusses the overall research findings, is presented in chapter 4. Finally, chapter 5 presents the summary, conclusion and recommendations based on the findings of study.

CHAPTER TWO

LITERATURE REVIEW

This part of the thesis provides the reader with the concepts, important theories, facts, models and different empirical studies on motivation in order to increase the understanding of the area under investigation. Finally the frame work of this study is presented based on the explanation on the issue under consideration.

2.1. Theories of Motivation

Theories of motivation fall into two categories: content theories and process theories. Content theories focus on the factors within the individual or person that energize, direct, sustain, and stop behavior. They attempt to determine the specific needs that motivate people. Process theories on the other hand, describe and analyze how behavior will energized, directed, sustained, and stopped by factors primarily external to the person. Both categories have important implications for managers, who by the nature of their jobs are involved with the motivational process (Gibson *et al.*, 2000). However this study is focused on the content theories of motivation.

2.2. Content Theories of Motivation

Employees bring to a work situation their feelings, beliefs and a repertoire of behaviors that determine their modus operandi on day-to-day basis. It is for this reason that managers constantly seek to understand, explain and if possible to predict the nature of their employees' behavior. Content theories of motivation attempt to explain and describe factors within the person that energize, direct, sustain and stop behavior. They provide a framework for managers to gain insights about their employees' internal state. The major content theories of motivation include:

1. Maslow's Hierarchy of Needs
2. Aderfer's ERG Theory;
3. McClelland's Learned Needs Theory
4. McGregor's Theory X and Theory Y
5. Ouchi's Theory Z
6. Herzberg's Two-Factor Theory
7. Job Characteristics Theory

2.2.1. Maslow's Hierarchy of Needs

One of the most widely cited and discussed motivation theory is the need hierarchy model proposed by Abraham Maslow (Figure 1). The lowest level needs are the physiological needs, and the highest-level needs are for self-actualization (Maslow, 1970).

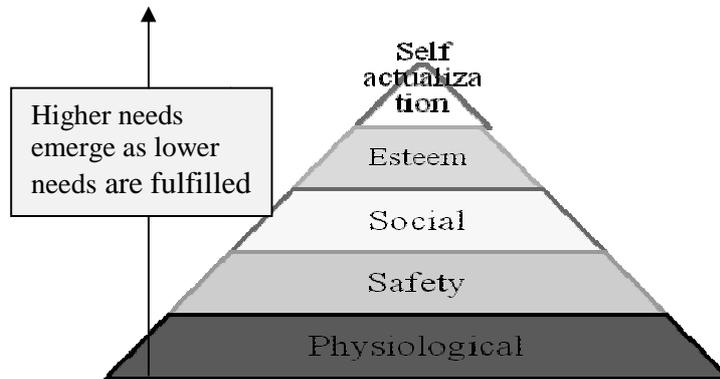


Figure 1: Maslow's Need Hierarchy higher needs emerge as lower needs are fulfilled

Source: Adopted from (Maslow, 1970).

1. Physiological: the need for food, drink, shelter, and relief from pain.
2. Safety and security: the need for freedom from threat; that is, the security from threatening events or surroundings.
3. Social, belongingness, and love: the need for friendship, affiliation, interaction, and love.
4. Esteem: the need for self esteem and for respect from others.
5. Self-actualization: the need to fulfill oneself by maximizing the use of abilities, skills, and potential.

Maslow's theory assumes that a person attempts to satisfy the more basic needs (Physiological) before directing behavior toward satisfying upper level needs (self actualization). According to Maslow, a satisfied need ceases to motivate. When a person decides that he/she is earning enough pay for contributing to the organization, money loses its power to motivate. The hierarchy does explain aspects of human behavior in society, but it's not accurate or thorough enough to explain individual level behavior because;

1. It is one directional in approach. It sees the satisfaction of lower order needs as a prerequisite for one to move to the next level of need. It does not say what happens when a higher order need such as self-actualization is frustrated or is no longer motivating.
2. It does not take into consideration cultural variations of people. For example, needs, work styles, and work ethics may differ across cultures.

3. The theory cannot be used to predict the behavior.

2.2.2. Alderfer's ERG Theory

Alderfer agrees with Maslow that needs are arranged in hierarchy. However, his proposed need hierarchy involves only three sets of needs.

1. Existence: - needs satisfied by such factors as food, air, water, pay, and working conditions,
2. Relatedness: - needs satisfied by meaningful social and interpersonal relationships.
3. Growth: - needs satisfied by an individual making creative and productive contributions.

Alderfer's three needs - existence (E), relatedness (R), and growth (G), or ERG - correspond to Maslow's in that the existence needs are similar to Maslow's physiological and safety categories; the relatedness needs are similar to the belongingness, social and love category and the growth needs are similar to the esteem and self-actualization categories (Kovach, 1999).

2.2.3. McClelland's Learned Needs Theory

David C. McClelland has proposed a learned needs theory of motivation closely associated with learning concepts. He believes that many needs are acquired from the culture of a society. Three of these learned needs are the need for achievement (*n Ach*), the need for affiliation (*n Aff*), and the need for power (*n Pow*). McClelland suggested that when a need is strong in a person, it effects to motivate his/her to use behavior leading to its satisfaction. For example, a worker with a high *n Ach* would set challenging goals, works hard to achieve the goals, and use skills and abilities to achieve them.

Regardless of his contribution McClelland was criticized for the use of projective techniques to determine the three needs, because:

- The interpretations and weighing of a story are at best an art than a science. Some scholars question how Thematic Apperception Test (TAT) is validated.
- McClelland's claim that (*n Ach*) learned is in conflict with a body of knowledge/literature stating that motives are normally acquired in childhood and are difficult to alter in adulthood. McClelland acknowledges this problem but points to evidence in politics and religion to indicate that adult behaviors can be changed.
- McClelland's notion of learned needs is questioned on the grounds of whether needs are permanently acquired. Research is needed to determine whether acquired needs lost over a period of time (Gibson *et al.*, 2000).

2.2.4. McGregor's Theory X and Theory Y

McGregor's Theory X, is based on the assumption that people are inherently bad. This represents a pessimistic view of human nature. According to this theory, people do not really want to work - they have to be pushed, closely supervised, and threatened with some type of punishment. He believed that workers have little or no ambition, prefer to avoid responsibility and will seek security as their major goal.

Theory X reflects the "carrot and stick" philosophy, combining punishment and rewards to motivate employees. The carrot and stick image itself creates a negative attitude toward workers. The manager or supervisor who views others as lazy, incompetent, reluctant to accept responsibility, and interested only in a paycheck often treats subordinates with distrust, suspicion and little respect. This leads to a form of supervision where in faultfinding, blaming, and reprimands are frequent (Reece *et al.*, 1996). When a manager has low expectations about his employees, his expectations tend to become self-fulfilling prophecies. If a manager believes his employees are bad, employees tend to behave in displeasing ways. This is the negative side of its effect (Middlebrook, 1980).

On the other hand, McGregor's Theory Y has premised on the assumption that people are inherently good. This reflects an optimistic view of human behavior. According to this theory, work is as natural to people as play or rest. Peoples' attitudes toward work depend on their previous job experiences and the conditions surrounding the job itself. If employees are able to understand and relate to their personal goals, to their organization's goals, they will tend to be somewhat self-directed and will not need to be threatened or coerced into working. When given the proper encouragement, people will seek, rather than avoid, responsibility, and they will often exercise considerable imagination and creativity in carrying out their duties. A healthy, mutually supportive relationship based on trust, openness, and mutual respect can create a work climate in which employees want to give more of them (Reece *et al.*, 1996).

2.2.5. Ouchi's Theory Z

Professor William Ouchi formulated Theory Z to describe characteristics common to certain successful Japanese and American companies. Organizations dedicated to this management style generally have a lifetime employment policy. Even when sales are down, employees are not likely to be laid off and thus have good reason to feel that their own long-term fate is tied to the company's. Workers are likely to perform job tasks conscientiously and enthusiastically to achieve a perfect final product (Middlebrook, 1980).

There is open communication, both vertically and horizontally, with complete trust amongst groups and individuals, because all employees have the same goal: the good of the company. Employees see themselves as family with the company as the parent that looks after their welfare. Theory Z also assumes that the best management approach involves workers at all levels. In theory Z, organizations employees gain a psychological sense of belonging because most decisions are made in the groups. Collective decision-making in these companies encourages ownership of decisions, and commitment to goals set. No one in the groups will try to sabotage the company or its mission and values (Reece *et al.*, 1996).

With egalitarianism as a central feature - this theory implies that each person can apply discretion and can work autonomously without close supervision, because they are to be trusted. Trust - the belief that individual and organizational goals correspond, accounts for the high levels of commitment, of loyalty, and of productivity (Kini and Hobson, 2002).

2.2.6. Herzberg's Two-Factor Theory

Tietjen and Myers (1998) say Herzberg's Two-Factor Theory developed because of his inquiry about the attitudes of employees. Herzberg developed two distinct lists of factors. One set of factors caused happy feelings or a good attitude within the worker, and these factors, on the whole, were task related. This intrinsic set of factors is called motivators and these include recognition, achievement, growth (possibility of growth), advancement, responsibility, and work itself.

Table 1: Herzberg's Two-Factor Theory

Hygiene Factors	Motivational Factor
Quality of supervision	Career Advancement
Rate of pay	Personal growth
Company policy	Recognition
Working conditions	Responsibility
Relation with others	Achievement
Job security	

Source: Tietjen and Myers, 1998

The other grouping is primarily present when feelings of unhappiness or bad attitude are evident, and these factors are not directly related to the job itself, but to the conditions that surround doing that job. The second group of factors, Herzberg called hygiene factors (extra-job factors). These include salary, interpersonal relations-supervisor, interpersonal relations-subordinates, interpersonal relations-peers, supervision-ethical, company policy and administration, working conditions, factors in personal life, status, and job security. Motivators refer to factors intrinsic within the work itself like the recognition of a task completed. Conversely, hygiene factors tend to include extrinsic entities such as relations with co-workers, which do not pertain to the worker's actual job.

Gibson *et al.*, (2000) say motivators pertain to the job content. Their absence does not prove highly dissatisfying. However, when present, they build strong levels of motivation that result in good job performance. Therefore, they are called satisfiers or motivators. On the other hand, hygiene factors pertain to the job context. The presence of these conditions to the satisfaction of the employee does not necessarily motivate him, but their absence results in dissatisfaction. Because they are needed to maintain at least a level of "no dissatisfaction," the extrinsic conditions are called dissatisfies, or hygiene factors. Nevertheless, according to Vaughn, (2003) although the hygiene factors do not directly motivate, they are a necessary base to prevent dissatisfaction, while serving as a starting point for motivation.

2.2.7. Job Characteristics Theory

Kini and Hobson (2002) seek to identify task characteristics of jobs, how these characteristics combined to form different jobs, and their relationship to employee motivation, satisfaction, and performance. The Hackman-Oldham job characteristics model, a derivative of this theory developed in Japan contends that providing employees with task variety, task identity, task significance, task autonomy, and feedback, will lead to three critical psychological states (experienced meaningfulness of the work, experienced responsibility for outcomes, and knowledge of the actual results) which, in turn, will lead to high internal motivation, high quality work performance, high work satisfaction, and low absenteeism and turnover (Hackman and Oldham, 1980).

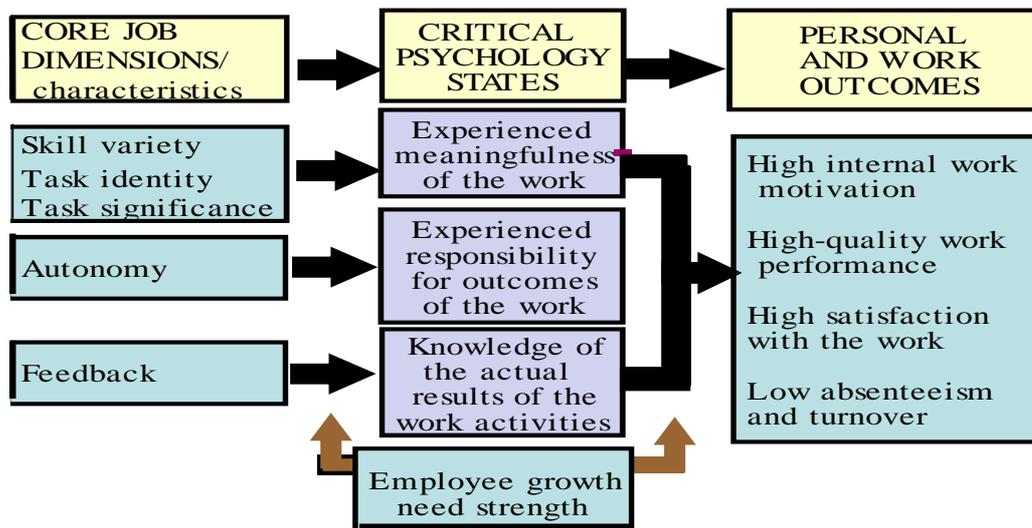


Figure 2: Job Characteristics Model
Source: Hackman and Oldham, 1980

The work of Kini and Hobson (2002) indicates that the implications of this theory for management are that in order to keep employees motivated and satisfied in their jobs managers must:

- Provide their employees with a variety of skills in the workplace;
- Change the nature of employees' jobs from time to time to prevent boredom;
- Constantly point out that the tasks that employees do for the organization is important in achieving company objectives;
- Give employees the freedom and independence to structure, schedule (within the constraints of

the company) their tasks; and

- Provide constant feedback as to how employees are measuring to set goals.

2.2.8. Summary of Different Theories

Maslow's theory about human motivation can be applied to work situations as well. It provides useful information for work motivation. As already mentioned, every person strives for the fulfillment of certain needs. Thereby, an individual's actual state in certain overall need classifications determines his/her behavior at work (Maren, 2002). In other words, the state where an employee is in the ladder on hierarchy of needs have to be identified in order to motivate people's work behavior. The knowledge of an employee's unfulfilled needs or needs that influence their work motivation may enable an organization to fulfill that needs thereby to increase work motivation and enhance work performance.

Figure 3 shows example of how organizations can motivate employees at all levels of the need hierarchy.

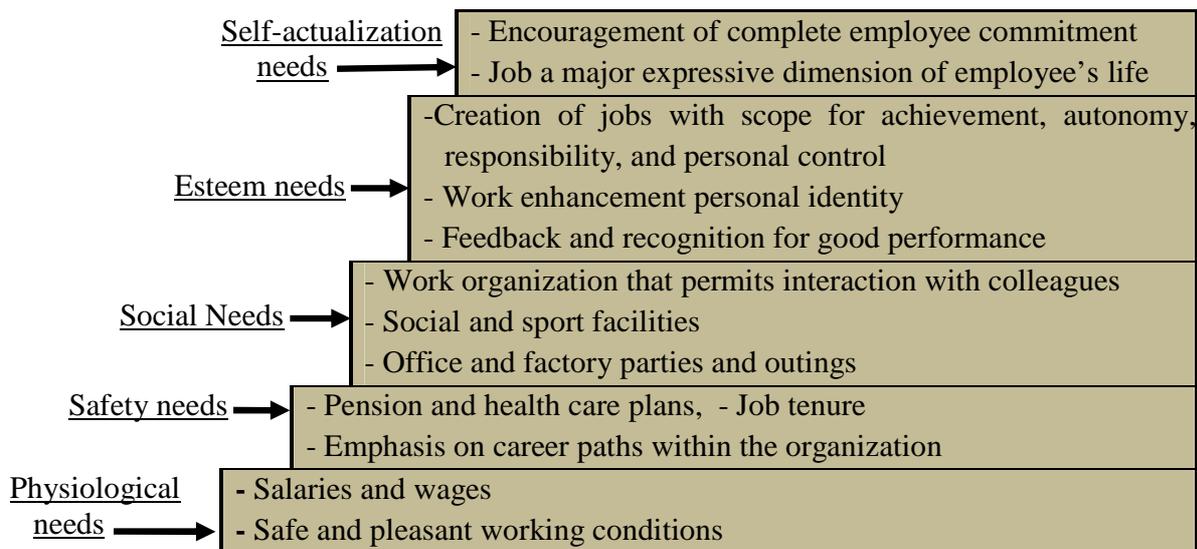


Figure 3. Example of how organizations can satisfy needs at different levels of Maslow's hierarchy

Source: Maren, 2002.

Figure 3 also indicates Maslow's five basic needs, which all individuals uphold. Moreover, he argued that lower level needs have to be satisfied before the next higher level needs occur and the behaviors of the individual determine (Tietjen and Myers, 1998). Maren (2002) argued that this

theory is often applied to the work situation although; this is not what Maslow originally intended. It provides useful indications on the motivation of employees such as various needs of people, the state where people are in the ladder on hierarchy, and the various motivators that might be applied to individuals at different levels. In addition, Tietjen and Myers (1998) have indicated this theory influenced management approaches and the design of organizations, despite existing criticism, and generated attention toward various motivators. It also inspired studies and research in the field of individual motivation.

The four theories among discussed before could be summarized as indicated in Figure 4 below.

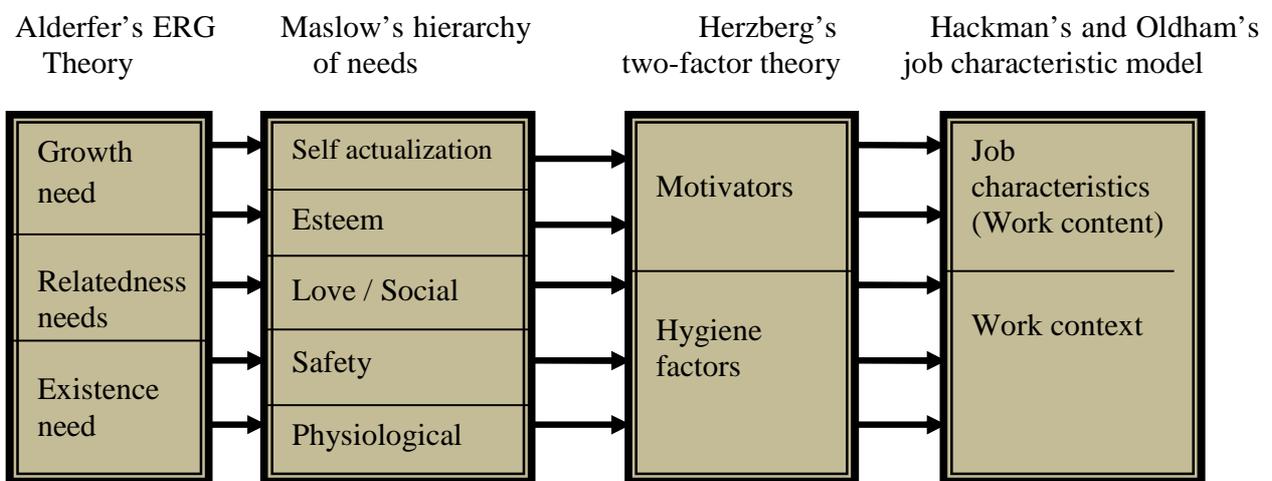


Figure 4. Linking Alderfer's, Maslow's, Herzberg's, and Hackman's and Oldham's theories

Source: Modified Maren, 2002 formulation

2.3. Empirical Studies on Work Motivation in Relation to DAs

It is hard to find any study on work motivation of DAs in the country. Therefore, it was difficult for the researcher to present any empirical evidence on the issue relevant to this part of the world. However the studies conducted elsewhere especially in the developing countries were reviewed and presented in this chapter.

The work motivation and morale of extension staff, as reported earlier, are very poor in many countries. The reasons are many. The bureaucratic structure of extension administration, lack of rewards and incentives, poor facilities, poor promotional avenues, and the low esteem given to extension are the major causes of poor motivation and morale. Extension supervisors should have

the ability to motivate and lead the field extension workers so that the field agents perform more than routine jobs, and supervisors should be involved in attaining excellence in extension work. This calls for extension managers having an understanding of various theories of motivation as applicable to frontline DAs. Therefore, a knowledge of major theories of motivation such as Maslow's hierarchy of needs theory, Herzberg's two factor theory, McClelland's need theory, Theory X and theory Y, and expectancy theory of motivation is essential (Stoner and Freeman, 1992).

Hayward (1990) suggested that extension organizations in developing countries do not have clearly defined job descriptions or job specifications for extension personnel. There might be an effort somewhere to improve the preparation of job charts, work plans, and time-bound work for different categories of extension personnel. However, the actual utility of job descriptions in extension organizations is complicated by factors such as work overload, seasonality of extension, the range of cropping systems, and distribution of extension service over a large area. Studies analyzing the role of DAs reveal that they face work-related problems such as role ambiguity and lack of job authority, expertise, and accountability (Vijayaragavan and Singh, 1989). This shows that job analysis needed to improve the performance and effectiveness of DAs, unless it leads to de-motivation of DAs.

The success of extension service depends on the selection of qualified and motivated personnel. Testing cognitive ability including a knowledge test or skill ability test and an aptitude test or non cognitive test is a measure of behavioral dimensions which are important for field-level extension personnel, including concern for and commitment to rural people, empathy, problem-solving orientation, high motivation to influence and educate farmers, ability to work under unsupervised and difficult village conditions, patience and persistence, and team spirit. Ability test is inevitable for selection (FAO, 1998). Since the job of DAs calls for technical skills as well as commitment and willingness to live in rural area with the farmers, educate rural people, an appropriate selection system is essential to insure the right selection.

Hayward (1990) revealed that managers and supervisors of extension organizations need training not only in the technological aspects but also in human relations, problem solving, sensitivity

towards disadvantaged groups, and the basic concepts of management. There is a great need for management development programs in extension organizations, because they face complex situations due to changing agricultural scenarios. Further, extension managers have to be exposed to modern management techniques and methods. In India, separate institutes called MANAGE has been established to train senior extension managers in managerial skills and human relations (FAO, 1998).

Performance appraisal is a process of evaluating employee performance in order to guide and develop the employee's potential. In many extension organizations which are government departments, the performance appraisal is nothing more than a confidential judgment of work done and a character report used to facilitate disciplinary action or promotion. The DAs do not get feedback about their performance. Extension organizations need to have an open appraisal system to provide feedback and opportunities for open discussion with DAs on their performance, because they have immense potential to grow and develop. This system can create a healthy working climate and DA's motivation (FAO, 1998).

The other important aspect of human resource management that needs special attention in extension organizations is the development of a reward system that will attract, retain, and motivate extension personnel, as well as provide training and promotional opportunities. Extension organizations like our country have a poor reward system (Vijayaragavan, 1994, Belay, 2002).

The DAs are not only poorly paid but are paid late and after reminders or visits to head-quarters (Wiggins, 1986). Most of the extension services are run by government agencies and operate under rules and regulations of public administration. These rules do not have provisions for rewarding superior performance or for a wage system based on merit. Promotion criteria are based on seniority and length of service. Thus, the bureaucratic structure of extension services is a basic hindrance to designing a better reward system (Vijayaragavan and Singh, 1992).

The earlier approach to human resource development emphasized individual development through training and proper supervision. However, with the increasing complexity of organizations and society, it was soon realized that training individuals plays only a limited role in the development

of organizations. The need for improving the quality of work life through making the job more motivating and productive will greatly felt. Factors such as the nature of the job or the role and involvement of employees in work decisions are important for improving the quality of work life. The methods used to do so are job enrichment, job design, and role interventions (Pareek, 1993). An understanding of these methods and their application in extension organizations are essential for extension managers to improve the motivation and performance of DAs. Studies have shown that the work environment of extension organizations is poor and needs improvement (Jhamtani and Singh, 1992).

Job enrichment refers to detailed analysis of the work to know the factors, which make it a motivating experience. Job enrichment uses the job as the medium of developing employees and changing organizational practices. Some of the factors, which increase work motivation, are; sense of achievement in the job, recognition for the job, the nature of the work itself, and opportunities to learn new things and grow. The principles of job enrichment, according to Herzberg (1966), are removing controls while retaining accountability, introducing new tasks, giving a complete unit of work, granting job freedom, and helping employees to become expert in their tasks. These principles can be practiced by extension managers to increase the quality of work and job satisfaction among extension personnel. From the above discussions, one can conclude, an efficient extension organization needs to develop the capability of responding to changes in relation to its environment.

Mallilo (1990) stated that extension organizations have to cope with changes within and outside the organization, such as changes in farm technology, communication methods, needs of farmers, rural situations, export and import of farm produce, and market economy. Whitt (2004) notes that organizational development allows for planned changes in the organization's tasks, techniques, structure, and people. Attitudes, values, and practices of the organization are changed so that it can cope with changing situations. The DAs also gain motivation and greater skills to deal with new problems. This avoids DAs from unnecessary affection of the morale (Mallilo, 1990).

Hertzberg, *et.al.*, (1967) claimed that one of the major reasons for measuring work motivation is to answer the question, “what does the worker want from his / her job?” and that the answer to this

question will assist management in discovering new methods of motivating employees. There are many reasons that an individual will remain within a given organization. Some of these reasons include salary, benefits, job security, and the ability to retire within the organization (Jennings, 1998). Whitt (2004) discovered that management actions affected employee motivation, with some being positive and negative.

Cano and Miller (1992) found that in a study of secondary agricultural education teachers, there was not a significant relationship between length of service and overall motivation. This is in agreement with Jennings (1998), who concluded those years of service, was not an accurate predictor of motivation.

It is the view of Barnett and Louderback (1971) that when organizations such as the extension service, administrators must analyze clientele needs and determine effective organizational changes necessary to meet these needs. An organization's success or failure depends on the members who are responsible for carrying out the organization's mission. Any change that is to be effectively implemented must provide its workers with an increased source of motivation.

Research by Mallilo (1990) suggests that because motivation was dependent on a number of different factors and was subject to change, administrators should conduct periodic needs assessment to determine the level of motivation of personnel and identify methods for increasing motivation. The work of McCaslin and Mwangi (1994) asserts that continuous, accurate, and objective staff evaluations were essential to improving DAs' job satisfaction, performance and productivity.

Therefore, staff performance should be assessed based on standards that employees perceive to be fair, achievable, and equal for all. McCaslin and Mwangi (1994) also noted that agents' personal characteristics were not as important for motivation as were job satisfaction factors.

Therefore, extension administrators could improve agent's motivation and job satisfaction by giving less attention to personal characteristics of agents and more attention to important factors in job satisfaction such as evaluation, dependable supervisors, work incentives, pay, and praise and job security.

A study, published in 1999 by Kenneth Kovach of George Mason University, compared employees' ranking of what they wanted from their jobs with what their bosses thought was important to the employee. The result of the study was somewhat surprising. At the top of the employees' list was interesting work, followed by appreciation of work, a feeling of being "in on things", job security and good wages (Table 1). Employers thought good wages, job security, promotion/growth, good working condition, and interesting work were most important to their staff.

Table 2. Employee's motivation survey results

Employees' Ranking	Items	Employers' Ranking
1	Interesting work	5
2	Appreciation of work	8
3	Feeling "in on things"	10
4	Job security	2
5	Good wages	1
6	Promotion/Growth	3
7	Good working conditions	4
8	Personal loyalty	6
9	Tactful discipline	7
10	Sympathetic help with problems	9

Source: Kovach, 1999.

James (1998) according to employees at Piketon Research and Extension center, the rank order of motivating factors were: (a) interesting work, (b) good wage, (c) full appreciation of work done, (d) job security, (e) good working condition, (f) promotion and growth in the organization, (g) feeling of being in on things, (h) personal loyalty to employees, (i) tactful discipline, and (j) systematic help with personal problems. Another study of employees, conducted by Harpaz (1990), yielded the following order of motivational factors among the employees: (a) interesting work, (b) good wages, and (c) job security.

In the three studies cited above, interesting work ranked as the most important motivational factor. Pay was not ranked as one of the most important motivational factors by Kovach (1999), but was

ranked second in the research by Harpaz (1990) and James (1998). Full appreciation of work done was not ranked as one of the most important motivational factors by Harpaz (1990), but was ranked second by James (1998) and Kovach (1999). The discrepancies in these research findings supports the idea that what motivates employee differs given the context in which the employee works. What is clear, however, is that employees rank “interesting work” as the most important motivational factor.

A study by McCaslin and Mwangi (1994) of 325 randomly selected DAs from Kenya’s Rift Valley (Africa) concluded, in decreasing order of importance, the eight factor to be important for agents’ motivation as; evaluation, dependable supervisor, work incentives, pay, praise and work location, housing and transportation, job security, and administration and supervision. The McCaslin’s and Mwangi’s study conclude a very important step in improving DAs motivation, and by implication, performance and productivity had to select and trained individuals for supervisory position that have desirable leadership qualities and good interpersonal communication skill. Agent’s motivation may also be increased by trying pay to performance, providing job security, evaluating DAs objectively and showing concern for their both productivity and welfare.

The Agent’s perception as merit has often ignored in selecting staff for further training caused frustration and lowered their motivation. The findings of the study support the Vroom’s recommendation that staff performance to be fair, achievable, and equal for all. The entire incentive system needs administrative backing and attention; and employees would be treated equally. Further more they concluded that identical reward for all employees are ineffective in motivating employee. Rewards must be based on individual performance (McCaslin and Mwangi, 1994).

According to Purcell (2003), DAs who were employed at an older age stayed with the profession longer than those who were employed directly after graduation from collage. DAs were satisfied with in-service training, subject matter support, and guidance from their supervisors. Both resigned and stayed group of DAs satisfied with the community, organizing programs, and program success.

Squire (1982) conducted a quantitative study of DAs who resigned from their job. He studied the factors that influenced the agents to leave their positions. The factors that influenced DAs to leave their profession were salary, opportunity for promotion, weekend and evening work, meetings, and pay per hour of work. The reasons cited for agents resigning from the profession according to Manton and van Es (1985) were changes in family, opportunity, advancement, professional growth, and dissatisfaction with administration.

In a summary of Ohio's cooperative extension service Exit (2003) interviews from 1997- 2001 by Rousan (1995), employee resigned and completed the exit interview process. In this summary of results, employee gained the most satisfaction while working with DAs and their interaction with co-worker/people, opportunities for professional growth, working with community/clientele, and having the freedom to develop their program area. The main reasons found for DAs leaving the profession were job/career opportunity elsewhere, not enough professional/personal growth, retirement, stress between co-worker and low pay scale.

Rousan (1995) completed a study of agent's turnover in Ohio state university DAs who had voluntarily resigned. The quantitative study included 67 DAs and focused on three factors of turnover-organizational; individual work related; and individual non-work related factors. When studying non-work related items turn over, receiving another job offer, family obligations, and not having enough time for developing and/or maintaining relationship, changing and unclear policies, office politics between values of the person and work requirements of the job were reasons for leaving extension.

2.4. Conceptual Framework

From the above literature review, it can be understood that work motivation of DAs is vital for improving agricultural extension service, thereby agricultural output. In Ethiopia poor agricultural extension service is causing different problems. The low agricultural production and productivity, low dispersion of technologies are among the problems. In order to crumb this constraint and improve the service, identification and working on the problems that influence work motivation of DAs is essential. This can be done through analyzing different factors significantly influencing the work motivation of DAs.

Based on the literature reviewed and findings of the past empirical studies the conceptual framework of the study was formulated. As indicated in Figure 5 organizational factors, work related factors and personal factors are expected to influence the work motivation of DAs. The strength and direction of influence can be different from factor to factor. The graphic presentation of the framework is as follows;

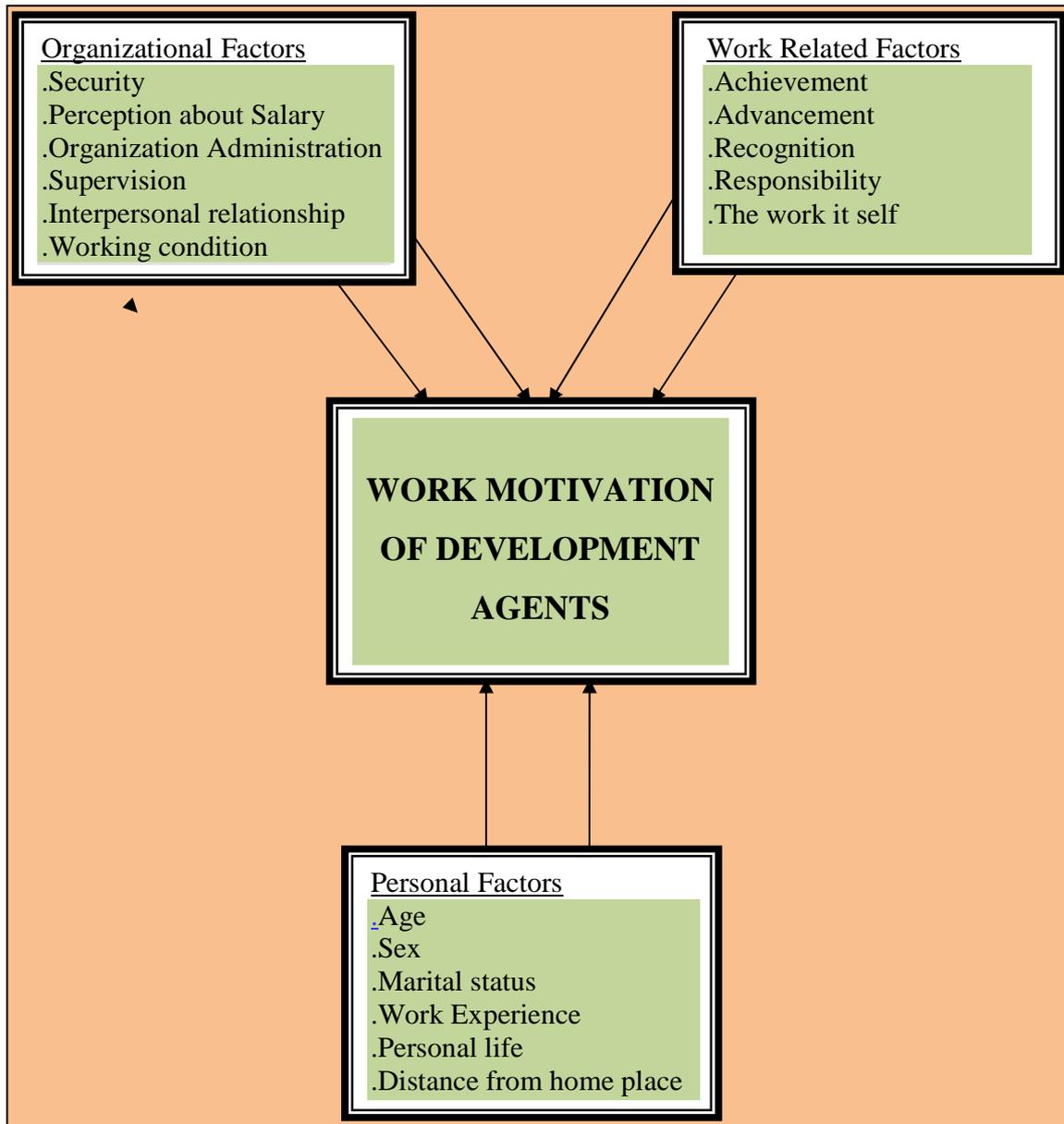


Figure 5 Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

The purpose of this study was to determine the factors that influence motivation of DAs at work. The thematic foundation of this research study rests on need based approach or content theory of motivation.

3.1. Description of the Study Area

The study was conducted in Lume District Agricultural office, East Showa zone of Oromiya Regional State, which is located at east of Addis Ababa on 66km. The agro-climate of the district is mid low land most of its land form is dissected plateau. There are 70 Kebele Administration in the district. In each Kebele, there is a minimum of 4 Development Agents who are assigned to supervise the activities every time. Totally about 280 Development Agents are employed in the district. The DAs are accountable for the district level office through the supervisors.

3.2. Sampling Procedure

The total number of DAs in the district is 280. Out of them 140 DAs were selected randomly for investigation. Thus, the sample represented 50% of the total target population. Proportionate simple random sampling procedure was adopted to select the subject under study. The following procedure are followed.

First the Lume District Agricultural office was selected purposely for the study. Secondly to get the whole population, the updated list of total number of DAs and their names were taken from District Agriculture and rural Development Offices. Based on the list obtained, from total number of the population, proportionate number of the DAs was set for each *kebele*. The total number of DAs in each was listed separately. Then, using the simple random sampling technique, the

proportionate numbers of DAs were selected to construct sample. Finally, the total 140 DAs who form sample size were considered for investigation.

3.3. Types and Sources of Data

Data collected for this research were both quantitative and qualitative in nature. For this, both primary and secondary data were used. To get background information and the number of DAs of the study area, secondary sources were reviewed. Secondary data sources were reports, records of DAs and unpublished documents of *woreda* agricultural and rural development office.

3.4. Methods of Data Collection

Data collection instrument: - The instrument used in this research for data collection was questionnaire. The prepared questionnaire was pre-tested before its distribution to respondents. Based on the results of pre-test, necessary modifications were made. Finally, the modified questionnaire was used for the collection of data from the study sample.

Data collection technique: - Data collection work was done through the use of specific questionnaire which was distributed among the sample, collected together at district towns. Direct contact with all respondents was made and they were explained the purpose for the research and the possible benefits. They were assured of total anonymity and privacy of opinions revealed in the instrument. The questionnaires were self-administered; but respondents filled them up under direct supervision of the researcher.

Participatory Methods: - participatory methods like focus group discussion and key informants' rating was also employed by the researcher to gather general and specific information related to work motivation of DAs. This had helped the researcher to substantiate the data collected from respondent through the questionnaire.

3.5. Methods of Data Analysis

Descriptive statistics: Relevant descriptive statistical tools like mean, standard deviation, percentage, and frequency of occurrence were used to reach the study objectives meaningfully.

To assess the level of work motivation of DAs comparative analysis, suggested by McCaslin and Mwangi (1994) and Cano and Miller (1992) was used by making necessary amendment after the pilot test of the questionnaire. Each work motivation question had a five points (Likert-type scale) 1=Strongly Disagree, 2=Disagree, 3=Uncertain, 4=Agree and 5=Strongly Agree. The answers to

these questions by respondents were computed to assess the level of work motivation of the respondents. The level of work motivation of the respondent constituted the base for scoring by the DA respondent on the dependent variable.

The researcher hoped to gain insight into work motivation of a DA to determine the level of their work motivation, since lack of work motivation can lead to low performance. Therefore, the researcher wanted to study work motivation hoping to be able to show a clue to bring a change in work motivation thereby in the organizational performance.

The items prepared for work motivation measure were given weighted scores as per the response and summed up, that gave score of the dependent variable.

3.6. Definition of Variables

The research design and methodology for a particular assignment depends, to a great deal, up on the nature of the research assignment and the objectives of the research. It is essential, at the beginning of the exercise to lay down the research variables, which have emerged from the review of literature and materials available, on the issue under investigation.

3.6.1. Dependent Variable

Work Motivation: - is a process that accounts for a DAs intensity, direction and persistence of efforts towards better performance to attaining organizational goals. Work motivation was measured by identifying DAs intensity, direction and persistence to attain organizational goal.

Respondents are classified in to three work motivation categories viz. low, medium and high based on their deviation from the mean of over all work motivation score. This gave work motivation level of DAs as dependent variable with an ordinal nature. Based on the result the motivation at work was categorized as *low motivated*, *medium motivated*, and *highly motivated*.

3.6.2. Definition of Independent Variables and Hypothesis

Age (AGE): Refers to age of the respondent DA's in years, the age of DAs given with the rational

number value. Older DAs mostly have their own family, and are expected to shoulder the burden of family and an interest to take care of family members. Younger DAs are more likely expected to be free from family related issues. Therefore younger DAs were expected to be motivated more in work since they are free from different burdens related to family. It was expected to have negative relationship with the work motivation of DAs.

Sex (SEX): This refers the sex of the DAs. Sex is dummy variable and takes the value 1 if female, 2 otherwise. In this study sex was expected to be negatively related to work motivation in favor of man.

Marital status (MART): Marital status in this study considered as a dummy representing the respondents DAs marital status. It takes the value of 1 if married, 2 otherwise. Unmarried DAs were more likely to be motivated in work since they are relatively free from different burden related to family. In this study unmarried DAs were expected to have high work motivation than married.

Service years (SERV): Service years refers to the years of DAs work within the organization. Service years were expected to have negative relationship with the work motivation of DAs. It was measured with the rational number value given for the number of year's respondent works as a DA.

Achievement (ACHI): This is to specific successes, such as the successful competition of a job, solutions to problems, vindication, and seeing the results of your work. This variable was hypothesized to have positive relationship with work motivation of DAs.

Advancement (ADVA): This refers to designate an actual change which enhances position or status at work. Professionally or in their career structure development opportunity can be key motivator for many DA's. So, it was hypothesized to have positive relationship with work motivation of DAs.

Recognition (RECO): Operationally this can be defined as acts of notice, praise, or blame supplied by one or more supervisor, peer, colleague, management person, client, and/or the general public. Also recognition includes DAs recognition by formal or informal recognition systems with recognition events held per period. DAs can be motivated more to work hard if they

know their organization reorganizes and appreciates their contribution. So, it was expected to have positive relationship with work motivation of DAs.

Responsibility (RESP): Being given control of personal work or the work of others and/or new job responsibilities. It is expected that as DAs given responsibility to make ultimate, decision on issues under his/her responsibility, s/he may motivated more. If there was an interference of supervisor and others DAs motivation could be influenced significantly. Therefore responsibility was expected to have positive relationship with work motivation of DAs.

Work it self (WISE): This means the actual job which a DA is expected to perform in the organization as part of his duty. If the nature of job is interesting to the DAs, s/he is likely to be motivated more towards the work and vise-versa. In the present study “work it self” was expected to influence the work motivation positively. It was measured by likert-type 5 point continuum scale.

Interpersonal relation (IPRE): The relation with super ordinates, farmers, colleagues, and other workers around including the quality of social life at work. The good interpersonal relations were expected to have positive relationship with the work motivation of DAs and vise versa. In the present study interpersonal relation was expected to influence the work motivation positively.

Perception about salary (PASA): This variable operationally defined as the perception of DAs about the adequacy of their salary. It was expected that if they perceive as their salary is low, their work motivation will be low or if they perceive their salary is high enough, their work motivation will be high. So it was hypothesized to have positive relationship with the work motivation of DAs.

Supervision (SUPE): Operationally this can be defined as the supervisors’ accessibility, ability, and willingness to guide, motivate, teach, and fairly treat subordinate, and so on. Most of the employees want to work under or with influential and fair persons. Such persons have great place in the future carrier of DAs. If the supervisor is comfortable to DAs in line with above mentioned criteria, he/she is likely to be motivated towards the work and vise-versa. In this study supervision was expected to influence the work motivation positively.

Organizational administration (ORAD): This means availability of clearly defined rule, regulations, procedures, fairness, and transparency especially those relating to DAs, administrative decisions and adequacy of organization and management. If the organizations administration is comfortable to them DAs are expected to have high work motivation. If not they were expected to be demotivated. It was expected to be related with work motivation of DAs positively, (and measured using five-point Likert-type scale with responses ranging from 1 highly discouraging to 5 highly motivating).

Perceived working condition (WOCO): This variable refers to physical condition in which DAs work, facilities available, tools, space and other environmental aspects. As it is known the DAs are working in rural areas with farmer where there are no good facilities. Even if great facilities were not expected, the presence of residence, market in the near vicinity etc are very crucial. The working condition was hypothesized to have positive relationship with work motivation of DAs.

Perception about distance from home place (DIST): For the purpose of this study this variable defined as the distance of working place from the DAs' family residence. The working place of DAs may be far from his or her family. It is expected that long distance of placement from home place discourage DAs. In the present study this variable was expected to influence work motivation negatively.

Job security (JOSE): Job satisfaction for the purpose of this study can be defined as freedom from insecurity, such as loss of position or loss of employment altogether. If they assume as they lose their job at any time in the future suddenly, they will be highly frustrated. So, it was hypothesized that the absence of security negatively affects the work motivation of DAs.

Personal life (PELI): This variable was operationally defined as the influences of personal work on his/her life and/or family life. E.g. stress, unsocial hours or moving hours. This personal life factor for motivation is when there is spillover, where non work life spill over to the work life and vice versa. In this study personal life was expected to influence work motivation positively.

Measuring Independent Variables: Except the Age, sex, marital status and service years, other variables were measured using five-point Likert-type scale (Mueller, 1986; McCaslin and Mwangi, 1994; Maren, 2002; Purcel, 2003; Tyllan, 2005; Belaynesh, 2008).

The questionnaire was consisted of five parts. The first part of the questionnaire was about the demographic character of the respondent. The 2nd part of the questionnaire was about overall work motivation consisted 7 items, five point Likert-type scale with responses ranging from 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (strongly agree). Negative items were recoded (1 represented the lowest and 5 the highest level of work motivation). Part 3 of the questionnaire consisted of questionnaires as modified by researcher, to measure the Herzberg *et al*, motivator-hygiene factor. The response of this questionnaire was the same with part two. The fourth part of the questionnaire was also designed to get factor which influence work motivation in different way than part three with Likert-type scale (1= Highly discouraging, 2= Discouraging, 3= Neutral, 4= Motivating, 5=Highly motivating). Fifth part was consists different additional questionnaire. Almost all questionnaires were adopted and modified form (Castillo and Cano, 2004; McCaslin and Mwangi, 2004, Mueller, 1986).

The result of one-item measure of factors for work motivation utilized in current study was not different from the questionnaire of part three. Castillo and Cano (2004) identified the one-item measure of factors for work motivation utilized in their study was not different from the previous study index of Brayfield and Rothe. Additionally, the two measures one-item measure and measuring with index were very strongly related. Their research finding implies that the single-item measure of factor should be adopted and used in the study of work motivation and job satisfaction.

Wanous, *et al*, (1996) wrote that “There may also be practical limitations favoring the use of a single-item measure”. Castillo and Cano (2004) identified space on an instrument, cost, and face validity as examples of practical limitation which supported the use of single-item measures. There fore they have recommended using one item measure than multi item measure. Based on the above findings and the similarity of result revealed by this study the analysis for identifying the factors influence work motivation of DAs was done by using single-item factor questionnaire.

CHAPTER FOUR

RESULTS AND DISCUSSION

Work motivation is often the most important factor in an organization's success. Extension administrators and office heads need to understand clearly the factors that influence work motivation of their employees to ensure that extension mission can be accomplished effectively. This study was designed and conducted to determine the work motivation level and to indicate factors which influence the work motivation of DAs in Lume *woreda*.

This chapter begins with demographic data of the survey participants, followed by analysis using different statistical tools. First part of the chapter covers analysis related to the level of work motivation of DAs. Next part explains the factors which influence the work motivation. In general, the results of the study are guided by two specific objectives outlined in chapter 1.

4.1. Work Motivation Level of DAs

The distribution of DA respondents by level of work motivation category is presented in Table 3 below.

Table 3: Distribution of DAs by level of work motivation category

No	Work motivation category	Score	Frequency	Percentage	Mean
1	Low motivated	11-18	31	22.7	3.212
2	Medium motivated	19-28	80	57.1	
3	Highly motivated	29-34	29	20.7	
	Total		140	100.0	

As it is indicated in Table 3 above obtained score of work motivation ranges from 11 to 34. The work motivation categories were calculated on the bases of mean and standard deviation.

First objective of this study was to determine DAs' current work motivation status. The above Table presents the DAs' motivational-level scores. The overall mean motivational-level score was 3.212 on a scale of 1 to 5 (1=lowest & 5=highest). This indicated that the work motivation level of Development Agents was almost medium and need efforts to improve.

Following Ebrahim (2005) and Addis (2007) the DA respondents were categorized into low, medium and high work motivation categories based on their deviations from the actual mean score distribution. Accordingly, those who score 11- 18, 19-28 and above 29 were categorized into low, medium and high work motivation, respectively. The results of this study shows that 22.7% (n=31), 57.1% (n= 80), and 20.7% (n=29) of DAs were low motivated, medium motivated high motivated respectively. This is one of the evidence for low provision of extension service for farmers of the area. Therefore, it is important to identify the reasons causing this undesirable level of work motivation.

Snell (1999) says work motivation is everything. Without work motivation even the most talented people will not deliver to their potential. With work motivation, others will perform above the level expected for their intelligence and academic ability. He further asserts that it is an organization's staffs, not their managers, who ultimately have the power to boost or reduce its productivities.

4.2. An Overview of the Results of Selected Variables under Study

Before explaining the independent variables separately, it was thought proper to present a general scenario prevailing in the study area in relation to selected variables. This explains what is more important to the DAs for their motivation towards work in the organizations. The data are recorded in Table 4 as follows:

Table 4: An overview of results of selected variables under study

No	Variables	Min	max	Sum	Mean	Std Deviation	Variance	Rank
1	Stimulating interpersonal relationship	1	5	543	3.88	.885	.784	1
2	Full responsibility of work	1	5	518	3.70	1.097	1.204	2
3	Good achievement opportunity	1	5	456	3.26	1.311	1.718	3
4	Good job security	1	5	429	3.06	1.189	1.413	5
5	Good working condition	1	5	359	2.56	1.183	1.399	6
6	Good personal life	1	5	355	2.39	1.256	1.578	7
7	Favorable distance from home	1	5	355	2.39	1.227	1.506	8
8	Good working time	1	5	329	2.35	1.319	1.740	9
9	Good advancement opportunity	1	5	295	2.11	1.227	1.506	10
10	Good supervision mechanism	1	5	291	2.08	1.039	1.080	11
11	Good recognition mechanism	1	5	291	2.08	1.212	1.469	12
12	Good organizational administration	1	5	277	1.98	1.147	1.316	13
13	Good or attractive salary	1	5	273	1.95	.955	.911	14

The above Table 4 gives a clue about the prevailing scenario of the organization as a whole based on the variables under study from the respondent DAs point of view. The mean of the factors indicates the probability level of the factors presence in organization in relation to work motivation of DAs.

From the variables listed above, Interpersonal relation, full responsibility of work given to DAs, and achievement opportunity scored highest mean (3.88, 3.70, and 3.26 respectively). On the other hand, recognition mechanism, organizational management, and the attractiveness of salary gets lowest score with the mean (2.08, 1.98, and 1.95) respectively. The above scenario captures the essence of the problem facing DAs in the study area in relation to work motivation.

4.3. Ranking of Variables According to Importance for Work Motivation

Respondents were asked to rate the importance of factors for their work motivation as they perceive in the organization. The rank orders of the importance of factors were identified through using the mean of score values of the factors. The factor that got the lower means score value was taken as the most important factor for creating work motivation of DAs.

For this analysis DAs (N = 140) and office workers including team leaders, supervisors and managers (N=30) participated. Thirteen items were provided to give the number according to its strength of creating work motivation for DAs.

Table 5: Comparative ranking of important variables by DAs and managers towards work motivation

Development Agents'				Office workers' and managers'			
Variables	Total	Average	Rank	Variables	Total	Average	Rank
Advancement	642	4.62	1	Attractive salary	126	4.2	1
Recognition	712	5.08	2	Placement in near distance	152	5.07	2
Attractive salary	723	5.16	3	Secured job	161	5.37	3
The work it self	777	5.55	4	Favorable working condition	168	5.6	4
Fair organizational administration	798	5.70	5	Advancement	171	5.7	5
Achievement	813	5.81	6	Recognition	182	6.7	6

Table 5 indicates that the six priority needs of the Development Agents were: (a) advancement, (b) recognition, (c) attractive salary, (d) the work itself, (e) fair organizational administration, and (f) achievement in their descending order. In other side, office workers including managers' priority for the included six items was: (a) attractive salary, (b) placement in near distance from home place, (c) job security (d) favorable working condition, (e) advancement, and (f) recognition. Managers and officers thought attractive salary, placement in near distance and job security were the most important to their DAs work motivation.

From respondents' point of view, advancement was found as the first ranked variable which contributes to the work motivation of DAs. This was followed by recognition and attractive salary. Further, it can be observed from data that achievement was not considered important by DAs for work motivation. The officer's priorities for the work motivation of DAs were

mismatching with the preference of DAs. Managers often think monetary incentives are the best way to motivate DAs, but more often non-monetary incentives are best. This gap may be contributing to the low level of work motivation among the DAs in the study area.

Therefore what managers, supervisors, team leaders and other concerned bodies in office level perceive as the ignition of the work motivation of DAs and what they themselves feel as a work motivator should coincide with each other. Unless the officers directly address the preferences of DAs, all efforts will miss the target.

4.4. Descriptions and Association of Personal Factors and Work

Motivation

From the personal factors sex, marital status, age, and service years were analyzed separately based on the nature of the data collected. Similarly distance from home place and “personal life” was analyzed together with other variables for descriptive statistics.

4.4.1. Sex, Marital status, Age, and Service Years

The demographic data presented in this section collected in order to obtain a profile of the respondents and to give a better understanding of the population and to be able to compare results with the motivational level of the DAs. The result of association between sex, marital status, age, and service years of the respondent and work motivation were analyzed using Chi-square correlation. The results are presented in Table 6 below.

Table 6 Association between sex, marital status, age, and service years and work motivation of DAs

Personal(Demographic) factors	Category of motivation level						total		
	Low		medium		high				
	f	%	f	%	f	%	f	%	
Sex	male	25	17.9	70	50	27	19.3	122	87.1
	female	6	4.3	10	7.1	2	1.4	18	12.9
	total	31	21.1	80	57.1	29	20.7	140	100
Marital status	married	10	7.1	25	17.9	9	6.4	44	31.4
	Not married	21	15.0	55	39.3	20	14.3	96	68.6
	total	31	22.1	80	57.1	29	20.7	140	100
Age	20-23	5	3.6	12	8.6	6	4.3	23	16.4
	24-28	11	7.9	33	23.6	7	5.0	51	36.4
	29-32	4	2.9	15	10.7	8	5.7	35	24.8
	33-37	7	5.0	15	10.7	6	4.3	28	20.0
	>=38	4	2.9	5	3.6	2	1.4	11	7.9
	Total	31	22.1	80	57.1	29	20.7	140	100
Service year	1-3	7	5.0	20	14.3	12	8.6	39	27.9
	4-7	14	10.0	36	25.7	9	6.4	59	42.1
	8-11	3	2.1	14	10.0	4	2.9	21	15.0
	>= 12	7	5.0	10	7.1	4	2.9	21	15.0
	total	31	22.1	80	57.1	29	20.7	140	100

Table 6 indicates that a bigger percentage 87.1% (n=122) of DAs were male. The rest (n=18, 12.9%) of the respondents were female. The result of the statistical analysis shows that there was no significant relationship between work motivation of the DAs and gender.

The insufficient number of female extension workers was one of the problems observed in the extension service of the study area. The relationship between sex and work motivation reveals that male and female DAs have similar work motivation level. But it was hypothesized that men motivated more than women.

The empirical studies done by Belay and Deginet, (2004) and Belaynesh, (2008) also reveal that agricultural extension services in the country are male-dominated from the national to the local level. This has an implication to address the needs and problems of women farmers, because front-line, male extension workers tend to work with male farmers and sometimes with female household heads.

Majority of the respondents were found married (n=96, 68.50%). Though, marital status was hypothesized to influence work motivation of DAs in favor of unmarried DAs. Contrary to this as the result indicates in Table 6, there was no relationship existed between marital status and work motivational level of the DAs. This finding is in line with the study conducted by Herzberg et al., 1957. However, other study has shown a relationship between marital status and work motivation, indicating that married Agents have more motivation than that of unmarried agents (Fetsch and Kennington, 1997).

It can be seen from the Table 6 that a considerable percentage of the respondents, 36.4% (n= 51) were between 24 and 28 years of age. Only 7.9% (n=11) of respondents fell in the age category of 38 years and above. The mean age of the extension agents was 29 years but there were extreme variations, the oldest being 51 and the youngest 20 years old. Almost 92% of the respondents were less than 38 years old. Even though the statistical analysis did not show any significance, but there existed a weak negative relation between age of the respondents and their work motivation level. It was hypothesized that the younger DAs are highly motivated. The statistics of directional measure indicates weak negative relationship between age and work motivation .Therefore, even though it was not significant, the hypothesis seems to be true.

The possible reason for negative relationship may be that as the age increases diversified need becomes more apparent. Due to the absence of transport facilities in the rural area, they are walking on foot. Further as their age increases they feel more discomfort to be at *kebele* level. This finding is similar with the findings of Belaynesh (2008).

It is indicated in Table 6, the majority of the DAs (70.0 % n=98) in the sample had 7 or less years of work experience with the organization. The relationship between service years and work motivation level of the respondents was negative and very weak. It was statistically insignificant. The possible reason for this negative relationship may be that as the service year increases the DAs start looking at different work opportunities and comforts outside the organization. They become fed up with same culture of their organization and same management issues. When they enter in the organization their need was only to have the employment opportunity. Their need changes with the passes of time.

This is what Maslow's need hierarchy theory says about. Using five need hierarchy classification Maslow reasons that as a person moves up in life his needs change and if a person is unable to access needs appropriate to him he will basically be dissatisfied, even though he may not know it. Once a person has fulfilled his physiological, safety and status needs s/he works first for status and then for actualization.

The finding of this study are not in agreement with the findings of Cano and Miller (1992) who found in a study of secondary agricultural education teachers that there was not a significant relationship between length of service and overall motivation. The similar findings were reported by Jennings (1998), who concluded those years of service, was not an accurate predictor of motivation. As the service years increases the work motivation is decreases.

4.5. Result of Other Independent Variables

There were 17 independent variables examined in the study. Four variables among personal factors (sex, age, marital status and service years) were analyzed separately. The results related to remaining 13 independent variables are presented in Table 7 as follows:

Table 7: Overall results of independent variables

Independent No variable	Highly discouraging		Discouraging		Neutral		Motivating		Highly motivating		Mean
	f	%	f	%	f	%	f	%	f	%	
1 Achievement	1	0.7	5	3.6	11	7.9	60	42.9	63	45.0	4.2786
2 Advancement	24	17.1	60	42.9	33	23.6	21	15.0	2	1.4	2.4071
3 Recognition	35	25.0	31	22.1	12	8.6	39	27.9	23	16.4	2.8857
4 Responsibility	3	2.1	22	15.7	7	5.0	53	37.9	55	39.3	3.9643
5 Work it self	10	7.1	30	21.4	53	37.9	31	22.1	16	11.4	3.0929
6 Interpersonal relation	11	7.9	19	13.6	40	28.6	47	33.6	23	16.4	3.3714
7 Perception about salary	38	27.1	57	40.7	19	13.6	21	15.0	5	3.6	2.2714
8 Supervision	44	31.4	56	40.0	26	18.6	9	6.4	5	3.6	2.1071
9 Organization administration	19	13.6	82	58.6	13	9.3	22	15.7	4	2.9	2.3571
10 Working condition	11	7.9	71	50.7	15	10.7	31	22.1	12	8.6	2.7286
11 Distance from home place	38	27.1	42	30.0	36	25.7	14	10.0	10	7.1	2.4000
12 Job security	19	13.6	65	46.4	17	12.1	34	24.3	5	3.6	2.5786
13 Personal life	28	20.0	47	33.6	34	24.3	25	17.9	6	4.3	2.5286

It is clear from the data incorporated in Table 7 above that achievement, responsibility of work and interpersonal relations were important factors motivating to DAs towards the work. On the other hand recognition, perception about salary, supervision and distance from home place were among the highly discouraging factors leading to demotivation towards work. Surprisingly, advancement in the career and organizational administration did not contribute at all in motivating DAs in the study area. The frequencies of DAs for different variables vary greatly across the 5 categories on the continuum.

4.5.1. Perception about Distance from Home Place and Personal Life

Association between distance of placement from home place and personal life of DAs with work motivation DAs were analyzed using Cross tabulation and Chi-square. The results are presented in Table 8 below.

Table 8 Perception about distance from home place and personal life with work motivation of DAs

Variables		Work Motivation level						Total f %	Mean
		Low		Medium		High			
		f	%	f	%	f	%		
Perception about distance from home place	Very discouraging	13	9.3	18	12.9	7	5.0	38 27.1	
	Discouraging	14	10.0	26	18.6	2	1.4	42 30.0	
	Neutral	4	2.9	21	15.0	11	7.9	36 25.7	
	Motivating	0	0	12	8.6	2	1.4	14 10.0	
	Highly motivating	0	0	3	2.1	7	5.0	10 7.1	
Total		31	22.1	80	57.1	29	20.7	140 100	2.400
Personal life	Highly discouraging	15	10.7	9	6.4	4	2.9	28 20.0	
	Discouraging	10	7.1	34	24.3	3	2.1	47 33.6	
	Neutral	6	4.3	19	13.6	9	6.4	34 24.3	
	Motivating	0	0	17	12.1	8	5.7	25 17.9	
	Highly motivating	0	0	1	.7	5	3.6	6 4.3	
Total		31	22.1	80	57.1	29	20.7	140 100	2.529

Table 8 shows the existence of association between distance from home place and work motivation in the work context of DAs which is statistically significant at less than 1% level.

DAs were placed in all rural *Kebeles* far or near regardless of the distance from their home place. Obviously the DAs were expected to work where ever they were placed. As mentioned earlier there were no transportation facilities and this forced them to stay away from their family minimum for four working days. They have no chance to transfer at the *woreda* level office. These are among the reasons causing concern to DAs leading to demonization at work.

In this context Belaynesh (2008) in her study in relation to the competence of DAs, reported that lack of transport facilities was found among the factors which contribute to less competence. Her finding goes inline with the result of this study.

With regard to personal life of DAs, the result presented in Table 8 above indicates that one third (33.6%, n=47) of the respondents were not happy and discouraged. There was a significant relationship and positive association less than 1% level between personal life and work motivation level of DAs. Integration of work with personal demands- such as family commitment, leisure activities, school and friends- are probably concerns for DAs which is reflected in the study results.

4.5.2. Work Related Factors

The results on work related factors are presented in this section. The factors considered under this sub section includes; achievement, advancement, recognition, responsibility and the work it self.

Table 9: Association between achievement and work motivation of DAs

No	Achievement	Categorized motivational level							
		Low		Medium		High		Total	
		f	%	f	%	f	%	f	%
1	Highly discouraging	1	.7	0	0	0	0	1	.7
2	Discouraging	0	0	5	3.6	0	0	5	3.6
3	Neutral	3	2.1	8	5.7	0	0	11	7.9
4	Motivating	15	10.7	33	23.6	12	8.7	60	42.9
5	Highly motivating	12	8.6	34	24.3	17	12	63	45.0
	Total	31	22.1	80	57.1	29	20.7	140	100

It can be clearly seen from Table 9 above that achievement was found to be the important motivation factor among the respondents. From the total, 45% (n=63) of the DAs were highly motivated and 42% (n=60) expressed they were motivated with the achievement. Only 4.3%

(n=6) of the respondents were found below the neutral range. The analysis revealed that there is positive association and significant relationship at 10% level between achievement and work motivation of DAs. In view of the results it can be safely concluded that achievement is a determinant factor for work motivation among the Development Agents.

Table 10: Association between advancement and work motivation of DAs

No	Advancement	Categorized motivational level						Total f %	Mean	
		Low		Medium		High				
		f	%	f	%	f	%			
1	Highly discouraging	8	5.7	14	10	2	1.4	24	17.1	
2	Discouraging	17	12.1	32	22.9	11	7.9	60	42.9	
3	Neutral	6	4.3	22	15.7	5	3.6	33	23.6	2.407
4	Motivating	0	0	11	7.9	10	7.1	21	15.0	
5	Highly motivating	0	0	1	.7	1	.7	2	1.4	
Total		31	22.1	80	57.1	29	20.7	140	100	

Table 10 indicates that of the total respondents 42.9 percent (n=60) of them expressed advancement factor was discouraging and 17.1 percent (n=24) as highly discouraging. Surprisingly advancement was viewed as highly motivating factor by a meager percentage of respondents. The statistical results shows a significant and positive relationship between advancement and work motivation of DAs.

The possible reason for this finding could be the absence of learning opportunity in their career when compared to other government employees at the *kebele* level. The other reason could be that the chances of promotion avenues are very few for DAs. These could be the possible reasons why they were discouraged by advancement opportunity.

Table 11 Relationship between recognition and work motivation of DAs

No	Recognition	Categorized motivational level						Total f %	Mean
		Low f %	Medium f %	High f %					
1	Highly discouraging	15 10.7	19 13.6	1 .7	35 25	2.886			
2	Discouraging	10 7.1	16 11.4	5 3.6	31 22.1				
3	Neutral	2 1.4	10 7.1	0 0	12 8.6				
4	Motivating	4 2.9	22 15.7	13 9.3	39 27.8				
5	Highly motivating	0 0	13 9.3	10 7.1	23 16.4				
	Total	31 22.1	80 57.1	29 20.7	140 100				

As association in Table 11, 25% (n=35) of the respondents were highly discouraged and 22.1% (n=31) discouraged by the existing recognition system of the organization. The discouraged and highly discouraged DAs were greater than the motivated (27.8% n=39) and highly motivated respondents (16.4%, n=23). The rest 8.6 percent (n=12) fell in the middle (neutral) position. The statistical results shows that recognition is highly significant at <1% level and the correlation result tells about the existence of strong positive association between recognition and work motivation of DAs .

In line with this Maren (2002) states “keep in mind that a simple ‘thank you’ still goes a long way with employees. Your employees will be more motivated to work hard if they know you recognize and appreciate their contribution”. The indications are thus recognition is among key factors which influence work motivation of DAs. Additionally, Tyilan (2005) noted that many employees report that what really matters to them is personal attention and public recognition. Employees that receive attention and recognition for their achievements are more likely to feel valued and motivated.

Table 12: Relationship between responsibility and work motivation of DAs

No	Responsibility	Categorized motivational level						Total f %	Mean	
		Low		Medium		High				
		f	%	f	%	f	%			
1	Highly discouraging	3	2.1	0	0	0	0	3	2.1	3.964
2	Discouraging	7	5.0	14	10.0	1	.7	22	15.7	
3	Neutral	0	0	7	5.0	0	0	7	5.0	
4	Motivating	11	7.9	29	20.7	13	9.3	53	37.9	
5	Highly motivating	10	7.1	30	21.4	15	10.7	55	39.3	
	Total	31	22.1	80	57.1	29	20.7	140	100	

Responsibility is significant at 1% level and has positive association with work motivation of DAs. This means responsibility contributed to work motivation of DAs. Further 39.3% (n=55) DAs were highly motivated and 37.9%, (n=53) were motivated. This gives the second position for responsibility from among the variables selected under study. From the total respondents only 2.1% (n=3) were highly discouraged with the existing responsibility being shared by them.

The findings are somewhat similar to the findings of Hackman and Oldham (1976) who reported that relation with supervisor is directly linked to these states. If a supervisor provides support and facilitation on the job, the DAs are likely to be assigned greater task responsibilities and accumulate learning experiences.

Table 13: Relationship between “the work it self” and work motivation of DAs

No	The work it self	Categorized motivational level						Total f %	Mean	
		Low		Medium		High				
		f	%	f	%	f	%			
1	Highly discouraging	4	2.9	6	4.3	0	0	10	7.1	3.093
2	Discouraging	13	9.3	15	10.7	2	1.4	30	21.4	
3	Neutral	14	10.0	31	22.1	8	5.7	53	37.9	
4	Motivating	0	0	20	14.3	11	7.9	31	22.1	
5	Highly motivating	0	0	8	5.7	8	5.7	16	11.4	
	Total	31	22.1	80	57.1	29	20.7	140	100	

Table 13 indicates that, the “work it self” has a positive strong relationship ($\rho=.477$) with the work motivation of DAs at $<1\%$ level of significance. The “work it self”, is generally linked to the nature of the work given to the DAs. As the mean values reflected, 37.9% (n=53) of respondents gave the neutral response (content of their job). This implies that the work of DAs by it self is not much encouraging or discouraging factors as far as the work motivation is concerned.

But its relation with work motivation, the significant results indicates that it is among important factors which influence work motivation of DAs. Maren 2002 concluded that organizations should focus in designing of jobs on issues central to the motivation and satisfaction of their employees.

4.5.3. Organizational Factors

Table14: Relationship between interpersonal relation and work motivation of Das

No	Interpersonal relation	Categorized motivational level						Total f %	Mean	
		Low		Medium		High				
		f	%	f	%	f	%			
1	Highly discouraging	7	5.0	4	2.9	0	0	11	7.9	3.371
2	Discouraging	3	2.1	12	8.6	4	2.9	19	13.6	
3	Neutral	13	9.3	23	16.4	4	2.9	40	28.6	
4	Motivating	3	2.1	31	22.1	13	9.3	47	33.6	
5	Highly motivating	5	3.6	10	7.1	8	5.7	23	16.4	
	Total	31	22.1	80	57.1	29	20.7	140	100	

Considerable number of the respondents (33.6%, n=47 and 16.4%, n=23) expressed that interpersonal relation is motivating and highly motivating factor to them. Only 21.4% (n= 30) of the respondent answered that the interpersonal relation is discouraging and highly discouraging. This indicates a good inter-relationship among the DAs and their managers. The mean of the interpersonal relationship was 3.371.

In fact according to Herzberg's Theory of motivation, pay and benefits are considered a hygiene factor. Where these factors are applied effectively, they can at best prevent dissatisfaction and if applied poorly, they can result in negative feelings about the job. In this study also perception about salary was seen in relation to work motivation of Das.

Table 15 Relationship between perception about salary and work motivation of Das

No	Perception about salary	Categorized motivational level						Total f %	Mean	
		Low		Medium		High				
		f	%	f	%	f	%			
1	Highly discouraging	15	10.7	15	10.7	8	5.7	38	27.1	2.271
2	Discouraging	13	9.3	43	30.7	1	.7	57	40.7	
3	Neutral	3	2.1	7	5.0	9	6.4	19	13.6	
4	Motivating	0	0	13	9.3	8	5.7	21	15.0	
5	Highly motivating	0	0	2	1.4	3	2.1	5	3.6	
	Total	31	22.1	80	57.1	29	20.7	140	100	

The result in Table 15 above indicates that there is positive relationship between perception about salary and work motivation level of DAs. The relation is highly significant at 1% level.

From the respondents, 40.7% (n=57) responded that the salary was one of the factors that discouraged them, where as 27.1% (n=38) answered salary as a highly discouraging factor. This puts perception about salary as the third factor which affects work motivation of DAs. At this day of age most DAs are educated to a diploma standard and for that they demand a reasonable salary and good working conditions. Maren, (2002) concluded employees working with unfair pay will not be motivated with what ever else. In his article 'Six Dangerous Myths about Pay' Tietjen and Myers (1998) says people work primarily for money. He writes "people do work for, money-but they work even more for meaning in their lives. In fact, they work to have fun."

Table 16 Relationship between supervision and work motivation of DAs

No	Supervision	Categorized motivational level						Total f %	Mean	
		Low		Medium		High				
		f	%	f	%	f	%			
1	Highly discouraging	21	15.0	18	12.9	5	3.6	44	31.4	2.107
2	Discouraging	9	6.4	33	23.6	14	10.0	56	40.0	
3	Neutral	1	.7	19	13.6	6	4.3	26	18.6	
4	Motivating	0	0	6	4.3	3	2.1	9	6.4	
5	Highly motivating	0	0	4	2.9	1	.7	5	3.6	
	Total	31	22.1	80	57.1	29	20.7	140	100	

The data in Table 16 indicate that supervision was the major cause of low work motivation among DAs (40.0%, n=56 discouraging and 31.4%, n=44 highly discouraging). The statistical results shows that supervision in the work context of DAs was highly significant at 1% level and the correlation result indicates the existence of positive association between supervision and work motivation level of DAs.

Interestingly, one respondent during discussion air out that, “I was just told by my supervisor that I am to move to work which was not my duty and was not given what I wanted to do. But just because I was ordered not having a say in the decision I was highly demoralized”.

The other respondent air out his feeling about his supervisor saying “We, DAs, are reprehended only for the things we do wrong, not appreciated for the things which we do right”. This indicated that of all the work place stressors, a bad boss is possibly the worst, directly impacting the work motivation and productivity of DAs.

The mean obtained for supervision, expresses less superiors support and supervision service. Agents expressed that upper administrative and specialist supports were very low. This finding is confirmed by IPMS (2006), Belaynesh (2008), and Castillo and Cano (2004) who reported lack of supervision quality in extension service is one of the major problems in extension organizations.

Table 17: Relationship between organizational administration and work motivation of DAs

No	Organizational Administration	Categorized motivational level						Mean		
		Low		Medium		High			Total	
		f	%	f	%	f	%	f	%	
1	Highly discouraging	11	7.9	6	4.3	2	1.4	19	13.6	2.36
2	Discouraging	18	12.9	55	39.3	9	6.4	82	58.6	
3	Neutral	2	1.4	8	5.7	3	2.1	13	9.3	
4	Motivating	0	0	10	7.1	12	8.6	22	15.7	
5	Highly motivating	0	0	1	.7	3	2.1	4	2.9	
	Total	31	22.1	80	57.1	29	20.7	140	100	

According to the data in Table 17 above, organizational administration influence work motivation of DAs. More than half (58.6%, n=82) of respondents reported administration was discouraging to them. The mean of organizational administration was 2.36. The statistical analysis reported the existence of significant relationship and moderate positive association between organizational administration and work motivation level of DAs.

This reflects how the rules and regulations are applied and how DAs were managed by their superiors. One of the respondents said, “There are many incidences where people superior to us make decisions without transparency and without consultation. We are working extra miles under hard conditions without anyone to relive us. This makes an individual to lose hope as well as an urge to help out in difficult situation in the future”.

The other respondent expressed “My manager blamed his short falls on me. This caused people to think I wasn’t actually doing anything when I always trying to fix up his broken promises”.

Manton, (1985) has drawn attention to the role of managers in organizational administration. According to him, if organization loses good people look to their immediate supervisor or manager. “People leave managers not organizations”.

Working Conditions: As it is known the DAs are working in rural areas with farmer where there are poor facilities. Even if great facilities were not expected, the presence of residence, market in the near vicinity etc are very crucial. This could have influence on work motivation of DAs.

Table 18: Relationship between working condition and work motivation of Das

No	Working condition	Categorized motivational level						Total f %	Mean	
		Low f %		Medium f %		High f %				
1	Highly discouraging	8	5.7	3	2.1	0	0	11	7.9	2.73
2	Discouraging	19	13.6	40	28.6	12	8.6	71	50.7	
3	Neutral	3	2.1	10	7.1	2	1.4	15	10.7	
4	Motivating	1	.7	23	16.4	7	5.0	31	22.1	
5	Highly motivating	0	0	4	2.9	8	5.7	12	8.6	
	Total	31	22.1	80	57.1	29	20.7	140	100	

Table 18 shows that working condition of DAs was significant at 1% level and has positive association with work motivation of DAs. Working condition was important cause discouraging to 50.7% (n=71) of the respondents. The mean of working condition (2.73) indicate that the working conditions of the DAs were not good as perceived by them. This implies that DAs were not motivated by creating favorable working conditions in the study area. Purcell (2003), citing Snell (1999), suggested that work place condition could lead to work place commitment, which also linked motivation to how well a person performs on the job.

Table 19: Relationship between the job security and work motivation of DAs

No	Job security	Categorized motivational level						Total f %	Mean	
		Low		Medium		High				
		f	%	f	%	f	%			
1	Highly discouraging	10	7.1	9	6.4	0	0	19	13.6	2.58
2	Discouraging	14	10.0	43	30.7	8	5.7	65	46.4	
3	Neutral	0	0	10	7.1	7	5.0	17	12.1	
4	Motivating	7	5.0	18	12.9	9	6.4	34	24.3	
5	Highly motivating	0	0	0	0	5	3.6	5	3.6	
Total		31	22.1	80	57.1	29	20.7	140	100	

Table 19 indicates the existence of significant relationship at 1% level and positive association between job security and work motivation level of DAs. Regarding job security, 46.4% (n=65) respondents expressed the factor as discouraging to them and 13.6% (n=19) highly discouraging. Only 3.6% (n=5) respondents answered that it was highly motivating and 24.3% (n=34) as motivating. The mean of this variable was calculated to be 2.58. The probable reason for this could be the new placement because of the introduction of Business Process Reengineering in the study area. This issue was threatening the DAs in relation to their job security.

f', the probability of work motivation of low work motivation and medium work motivation category reduces by about 6.27% and 13% respectively whereas that of high work motivation level increases by about 6.40%.

McCaslin and Mwangi (1994) indicated that one of the problems of developing countries in extension organization is that they do not have defined and limited job description for extension personnel. Vijayaragavan and Sigh, (1989), found as the DAs face work related problems such as role ambiguity. Likewise in this study it is concluded as work it self was one

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter contains some reflections regarding summary, conclusion and recommendations emanated out of the study.

5.1. Summary and conclusion

Employees acting towards organizational goals and having a strong desire to accomplish his/her duty in the organization are very important for the success of an organization. In order to generate such motivation and organizational commitment of the employees, the knowledge about what motivates and de-motivates them is essential. Based on this the objectives of this study were determining the level of work motivation DAs and identifying factors influencing their work motivation.

Data collection work was done through the use of questionnaire and group discussion. Descriptive statistics was used for data analysis. From the DAs included in the sample (N=140) more than half (57.1%, n=80) were in the middle category of motivational level. 22.1% (n=31) of the respondents were low motivated, and only 20% (n=29) respondents were found being highly motivated. The overall mean motivational-level score was 3.212 on a scale of 1 to 5 (1=lowest & 5=highest). This indicated that the work motivation level of DAs was almost neutral and need efforts to improve.

Out of 17 hypothesized variables 13 were found to be significant in descriptive statistics test. Among personal factors, Sex, age, marital status and service years were not significantly related with work motivation of DAs. All of the work related factors and organizational factors (Motivator and Hygiene) were moderately or substantially related to work motivation of DAs. Two personal factors (personal life and distance from home place) showed relation to work motivation.

Among 13 factors considered in the model, three factors were found to have significant and positive influence on work motivation of DAs. To alleviate the DAs work motivation problem,

Agriculture and rural development organization administration must focus on improving recognition system, the work itself and organizational administration problems.

The Researcher recently read somewhere an article says “if every American worker would produce 3% more in his or her 8-hour workday; the country would be well on its way out of any economical depression. Likewise if every DA add effort 3% more in their workday, our country would be free from food self insufficiency problem”. In the same way the success of endeavor for increasing effort thereby agricultural production and productivity not comes from anywhere; it comes from only motivated DAs.

From the result we can conclude that most of the causes of poor level of work motivation were due to organizational management and management related problems. This result has great meaning for the success of endeavor of agricultural development. Therefore it should be great concern for managers to change this situation inverse.

The result of this research may offer one of the starting points to think about the actual work conditions and work motivation level of DAs. The factors that have to be enhanced at work in order to increase the work motivation are identified. One of the factors which affect the work motivation found to be recognition. Management bodies share great amount for the cause of low recognition. This problem has linkage with managers’.

Managers and supervisors in agricultural organizations especially at the lower level, administration and management skills are learned by trial and error. As it is seen in different firms, they train managers for different position of authorities, in addition to the subject of management that has been taught in colleges and universities. In general the findings of this study indicate for the agriculture and rural development organizations to have a capable manager and supervisors in relation to personnel management.

Finally the researcher conclude the key to motivating DAs is to know what motivates them and designing a motivation program based on those needs - DAs must be willing to let managers know what motivates them, and managers must be willing to design reward systems that motivate DAs.

5.2. Recommendations

DAs are one of the engines for agricultural development and managers, the one who are expected to ignite the engine. The whole extension service process is dependent upon the DAs who are the critical elements in all extension activities. Therefore, managers need to consider the important determinants which contribute the actual performance of DAs in the study area. Accordingly, the following recommendations are to be considered to improve the work motivation of DAs. To achieve a high level of performance and ensure desired behavioral outcomes mainly work motivation, agriculture and rural development organizations must integrate these relevant factors into their management plans and policies. By doing so, the organization hopes to see improved organizational performance through boosted moral and high work motivation.

- The model output revealed that recognition system of the agriculture and rural development organization highly influenced the probability of work motivation level of the DAs. In this aspect the current rewarding program of outstanding DAs and farmers is appreciable initiation. Moreover the finding calls for more attention to design fair, transparent, continuous and appropriate recognition system in the organization. Therefore recognition of DAs work should be a deliberate strategic exercise for management. Managers must continuously look for opportunities to praise DAs for good ideas and work well done.
- The study also revealed that from the factors which influence work motivation of DAs', organizational administration holds great share. Managers and supervisors should improve management system to motivate DAs. Therefore, managers and supervisors of extension organizations need training not only in the technological aspects but also in human relations, problem solving, sensitivity towards disadvantaged groups, and the basic concepts of management. Further, extension managers have to be exposed to modern management techniques and methods. Therefore, agriculture and rural development organization need to organize different trainings in relation to how to motivate DAs working under their supervision.

- The “work itself” has been found as one of the factors influencing work motivation of DAs. In order to change this effect towards required direction DAs should not be overloaded with different assignments, such as credit distribution and collection of repayments, forecasting of input demands and input delivery, which are, in most cases non extension activities and are not related with their normal duties.
- The current initiation for the recognition of DAs performance is good start. But, the selection mechanism should be carried out by the pre set criteria and transparently with the full involvement of representative of DAs.
- Finally, work motivation was dependent on a number of different factors and subjected to change. Therefore, administrators should conduct periodic needs assessment to determine the level of motivation of DAs, to identify factors causing concern to DAs and identify ways and means for increasing the level of work motivation of these front line (spearhead) workers.

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APPENDICES
Appendix I

Questionnaire used for Development

Agents (English version)

St. Mary's University College

SCHOOL OF GRADUATE STUDIES
IGNOU

“Factors Influencing Work Motivation of Development Agents” The Case of Lume District
Oromiya Region, Ethiopia.

Thank you for your cooperation and taking your time to fill this questionnaire.

General instruction

1. Please answer the entire question with great care.
2. To keep anonymity there is no need to write your name.
3. All of your answers will be kept confidential, and answers will only be reviewed in aggregate.
4. Please, tick your choice in front of each sentence.

Therefore please be honest in your responses

PART I

General (Personal details)

1. Age _____
2. Sex a. Female b. Male
3. Marital Status a. Not married b. Married
4. Service year _____

PART II

General Motivation level

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree

No	General motivating factors	1	2	3	4	5
1	I would recommend my unemployed friends to work for this organization as a DA					
2	I have a chance to do things for which I am most qualified					
3	Generally speaking, I am highly motivated with this job					
4	I experience my job as stimulating					
5	I often think of leaving the extension service					
6	Working as a development Agent s is in itself rewarding					
7	I encourage my co-workers to work as a DA					

PART III

Motivational Factors

1. Achievement

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Issues related with achievement	1	2	3	4	5
1	My presence in this kebele does not bring a change in farmers life					
2	Change in living standard of farmers is mainly the effort of DA					
3	Either I praised or not achievement is my primary motivator					
4	I feel proud with the change in Farmers life					
5	I am constantly striving to do things better simply for my sake					

2. Advancement

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Advancement related sentences	1	2	3	4	5
1	I have the opportunity to progress within the organization					
2	I have clear path for career advancement					
3	I have no opportunities to learn and grow within this organization					
4	There is no chance of advancement in this organization					
5	I would get more opportunities of advancement if I would not employed as a DA					

3. Recognition

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Recognition related sentences	1	2	3	4	5
1	I get more negative input than help from my supervisor					
2	Positive recognition that I get from my organization makes me proud to be an Agent					
3	Whatever I do well I have not received recognition or praise from my superior					
4	When experts told me the work I did was nice, I was motivated					
5	I am not adequately recognized for my work					

4. Responsibility

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences related with responsibility	1	2	3	4	5
1	My job descriptions' are clear					
2	The interference of my supervisor doesn't give me a comfort					
3	I cannot discharge my responsibility in absence of my supervisor					
4	I am very happy being able to do my job independently					
5	My job description and what practically I did are not the same					

5. The work it Self

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences express the work it self	1	2	3	4	5
1	I feel not good about my job every day					
2	I have a chance to do things for which I am most qualified (trained)					
3	My work does not give me any sense of motivation					
4	I feel my job is more than interesting than others I could get					
5	My job is not interesting enough to keep me from getting bored					

6. Interpersonal relationship

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences related with interpersonal relationship	1	2	3	4	5
1	I have good relationship with my co-workers					
2	I work in a "family friendly" atmosphere					
3	I have strong relationship with farmers I give service					
4	I feel fear when I go to woreda level meeting					
5	Kebele administrators' do not have good relation with me					

7. Perception about Salary

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Different perception about salary	1	2	3	4	5
1	I am more motivated by pay than by the work I do					
2	I feel I am being paid a fair amount for the work I do					
3	The only increment of salary do not increase my work motivation					
4	If I were paid more I will do more					
5	Money is a primary motivator for the hours I work					

8. Supervision

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences related with supervisor	1	2	3	4	5
1	My supervisor tends to concentrate more on my mistakes					
2	My supervisor's feedback gives me confidence in my job					
3	My supervisor shows too little interest to the feeling of subordinates					
4	My supervisor makes my work more pleasant by giving enough support					
5	Supervision from my boss has no effect on how I work					

9. Organizational Administration

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences related with organizational policy and administration	1	2	3	4	5
1	Work evaluation method of my organization motivated me to work hard					
2	Current extension polices and strategies are motivating					
3	Extension administration has little influence on my work performance					
4	In extension most hard working DAs go unrewarded					
5	My boss does not support me when my work is challenged by others					

9. Workplace condition

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Working place condition of Development Agents	1	2	3	4	5
1	I experience stress when I have to work beyond the regular day and time					
2	Good housing increases my motivation to work					
3	Conditions in my work area highly affecting my work motivation					
4	The environment of the work-place is comfortable and safe.					
5	Housing has no influence on my work motivation					

11. Perception about distance from home

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences related with distance from home	1	2	3	4	5
1	Long distance from home affects my work motivation					
2	During the new placement distance is not my concern					
3	I will be happy if I were placed in short distance					
4	I am so tired when I arrive at working place					
5	Distance from home does not affect my motivation					

12. Job Security

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences related with job security	1	2	3	4	5
1	I prefer a secure job that pays less than insecure one that pays more					
2	Feeling secure motivates me to work harder					
3	Job security does not add any increment to my work motivation					
4	Recent changes in organizational structure do not bother me					
5	I worry about losing my job					

13. Personal life

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Sentences related personal life of Development Agents	1	2	3	4	5
1	I am not happy of my job because it requires excessive night and weekend					
2	I have enough time to participate in different social affaires					
3	Being Development Agent has no effect on my personal life					
4	Because of the nature of my work I have no time to enjoy with my family					
5	My work does not affect me to support my children in their education					

PART IV

Please you are requested to think critically before answering the following questions.

(A=1, B=2, C=3, D=4, and E=5)

1. Think of your [achievement](#) as a Development Agent. What is your feeling?
A. Highly discouraging B. Discouraging C. Neutral D. Motivating E. Highly motivating
2. Think of [opportunities for promotion or advancement](#) that you have now. How well does each of the following words or phrases describe these?
A. Dead end job (Highly discouraging) B. Low promotion opportunity (Discouraging) C. Neutral D. Good opportunity (Motivating) E. Very good opportunity for promotion.
3. Think of your efforts as a DA and [recognition](#) given from your superiors. How you express it?
A. Highly discouraging B. Discouraging C. Neutral D. Encouraging E. Highly encouraging
4. Think of your [responsibility](#) as a Development Agent. How much it motivates you?
A. Highly discouraging B. Discouraging C. Neutral D. Motivating E. Highly motivating
5. Think of the nature of your [work itself](#). How you describe your chance of getting this job?
A. Highly I am not lucky (Highly discouraging) B. I am not lucky (Discouraging)
C. Neutral D. I am lucky (Motivating) E. Rely I am very lucky (Highly motivating)
6. Think of the majority of [people with whom you work or meet](#) in connection in your work. How well does each of the following words or phrases describe these people?
A. Highly boring B. Boring C. Medium D. Somewhat stimulating E. Stimulating
7. Think of your [salary](#) in relation to other organizations. How you describe your persuasion about it?
A. Highly discouraging B. Discouraging C. Neutral D. Motivating E. Highly motivating
8. Think of your [supervisor's](#) accessibility, ability, and willingness to encourage and guide you. Which of the following phrases describe it?
A. Very low (Highly discouraging) B. Low (Discouraging) C. Moderate (Neutral)
D. High (Motivating) E. Very high (Highly motivating)
9. Think of your [organizational administration](#) procedures. How you describe your persuasion about it?
A. Highly discouraging B. Discouraging C. Neutral D. Motivating E. Highly motivating
10. Think of your physical [working area](#) and facilities of working. Which of the following words are more suitable to describe it?
A. Highly discouraging B. Discouraging C. Neutral D. Motivating E. Highly motivating

11. Think of your home distance from working station (development station). How do you feel about it?
A. I am not happy. It is Very discouraging **B.** Discouraging **C.** I feel nothing
D. I am happy. It is motivating **E.** I am highly happy. It is highly motivating.
12. Think of existing job security in your organization in relation to your work. What it causes in your work?
A. Highly de-motivates me **B.** De-motivates me **C.** Neutral **D.** Motivates me
E. Highly motivate me
13. Think of your job in relation with your personal life. All in all, what is it likes most of the time? **A.** Highly undesirable (Highly discouraging) **B.** Undesirable (Discouraging) **C.** Ideal
D. Good (motivating) **E.** Very good (Highly motivating)
14. Overall, how motivated are you for working as a DA?
A. Highly motivated **B.** Medium motivated **C.** Low motivated

PART V

A. Rank the following according to importance to motivate Development Agents.

Give rank from 1 to 13.

No	Motivational Factors	Rank according to Motivational Importance	Other Remarks
1	Achievement		
2	Advancement		
3	Recognition		
4	Responsibility		
5	The work it self		
6	Interpersonal Relation		
7	Salary		
8	Supervision		
9	Organizational Administration		
10	Working Condition		
11	Distance from home place		
12	Job security		
13	Personal life		

B. General scenario about work of Development Agents

Scale: 1= strongly disagree; 2= disagree; 3= undecided; 4= agree; 5= strongly agree.

No	Are the following issues found in work of development Agents?	1	2	3	4	5
1	Attractive work result					
2	Good training and development opportunities					
3	Recognized, appreciation and reward either individually or in a team					
4	Full responsibility					
5	Being Development agent by itself is a motivating work					
6	Conducive interpersonal relationship					
7	Good pay, benefits, bonuses, and overtime payment					
8	Good and supportive supervision					
9	Faire, competent and effective management					
10	Supportive environment; Convenient working location					
11	Easy to go to work area or easiness of the distance working area					
12	Job security and stability					
13	Convenient for my family and personal life					

C. General questions

1. What are the things that keep you as a DA?

2. What do you like and dislike about your current job?

Like _____

Dislike _____

3. What would lure you away from your current job?

4. What elements of your job do you find most difficult?

5. What do others say about your job?

6. What professional would you want to be?

7. What kind of work or job would you like to be doing in one/two/five years time?

9. What could the organization do to improve your level of work motivation as a Development Agent?

10. What bothers you the most about working as a Development Agents?

Appendix II

Questionnaire used for officers

A. How you categorize the current Work motivational level of Development Agents

	Motivational Level	Percentage
1	Highly motivated	
2	Medium motivated	
3	Low motivated	

B. Rank the following according to importance to motivate Development Agents.

Give rank from 1 to 13.

No	Motivational Factors	Rank according to Motivational Importance	Other Remarks
1	Achievement		
2	Advancement		
3	Recognition		
4	Responsibility		
5	The work it self		
6	Interpersonal Relation		
7	Salary		
8	Supervision		
9	Organizational Administration		
10	Working Condition		
11	Distance from home place		
12	Job security		
13	Personal life		