



**Asian Journal of Agricultural Extension,
Economics & Sociology**
8(4): 1-10, 2016; Article no.AJAEES.22557
ISSN: 2320-7027



SCIENCEDOMAIN *international*
www.sciencedomain.org

Economics of Work Motivation: Empirical Study of Agricultural Extension Workers in Western Ethiopia

Gutu Tesso^{1*}

¹*Institute of Cooperatives and Development Studies, Ambo University, Ethiopia.*

Author's contribution

The sole author designed, analyzed and interpreted and prepared the manuscript.

Article Information

DOI: 10.9734/AJAEES/2016/22557

Editor(s):

(1) Jamal Alrusheidat, Assistant and Consultant to Director general for Extension Education Director of Extension Education Department, National Centre for Agricultural Research and Extension (NCARE), Amman, Jordan.

Reviewers:

(1) Muhammad Hafidz Bin Abdul Raman, Universiti Putra Malaysia, Malaysia.

(2) Musa M. A. Dube, University of Swaziland, Swaziland.

Complete Peer review History: <http://sciencedomain.org/review-history/12451>

Original Research Article

Received 10th October 2015
Accepted 4th November 2015
Published 27th November 2015

ABSTRACT

In the agricultural sector, the success of the extension services' delivery is directly proportional to extension agents' level of commitment and work motivation. This article analyzed factors determining the level of development agents' work motivation in the western part of Ethiopia. Respondents were selected randomly and work motivation; which is the dependent variable was ordered from lower level of motivation to higher level of motivation. The ordered logistic regression result revealed that interpersonal relationship, work itself, distance from residence, salary sufficiency, career opportunity, recognitions, personal life and job security were the most important factors in determining work motivation. Therefore, in the process of agricultural transformation, the government of Ethiopia, who is the sole implementer of agricultural extension system in the country, should be able to design appropriate mechanisms to address these determinants of work motivation so as to boost the motivational level and individual commitment among the extension workers.

Keywords: Work motivation; development agents; agricultural extension; ordered logit; Ethiopia.

*Corresponding author: E-mail: gutessoo@yahoo.com;

1. BACKGROUND

In Ethiopia, achieving sustainable development depends on the dynamic transformation in the agricultural sector. Substantial change in agriculture is needed if enough consumption or 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. Among many of the challenges that confront the population today, food shortage is the greatest of all with the changing agricultural scenario and perspective in the world. One of the causes is the inefficiency of transmitting information on agricultural production technology to all the potential users who can adopt and produce food for their consumption and make available for others as well, which then in turn help sustained socio-economic development in the long run. A great deal of responsibility for bringing about this change rests on the Ministry of Agriculture and Rural Development in Ethiopia. Most importantly, the agriculture extension workers (development agents) are highly responsible at the frontline struggle for achieving progressive change in agriculture.

The transfer of improved technologies to smallholders, empowerment of smallholders to be market oriented, production of high value outputs, improvement of the entrepreneurship spirit of the farmers, enhancement of reinvestment on farmland, improvement of household's anticipative, reactive and adaptive capacity to shocks and stress (induced by climate change/variability) largely depends on the works done through the agricultural extension agents on the ground. However, the last two decades' investment did hardly hit the target. One of the reasons is that the development agents/agricultural extension workers were not motivated to deliver expectations of the sector.

Nevertheless, the agricultural extensions workers remain the primary source of agricultural information that smallholder farmers depend up on to promote production in the agricultural sector in Ethiopia [1]. Agricultural extension service is the foundation for any meaningful development in agricultural sector and extension workers are the critical actors in serving the community and expected to support the improvement of farmers' knowledge, skill and attitude through proper communication of up to date information that would be helpful in the making of informed decision [2].

According to Belay and Deginet [3], the effectiveness of agricultural extension work highly depends on the availability of extension professionals who are qualified, motivated, committed and responsive to the ever changing social, economic and political environment. Currently the field-extension service has a strong foundation of Farmer Training Centers (FTCs) and trained agricultural extension workers called Development Agents (DAs) already in place. Roughly, in 2004 about 9,500 FTCs were created throughout Ethiopia, and about 70,500 DAs were trained in total, with a reported 48,000 agricultural staff at different locations. This number is far bigger in the year 2015. District and regional offices are adequately staffed. DAs and district staff have strong technical skills and trained as specialists. Moreover, pockets of entrepreneurialism and innovations exist in specific FTC and districts. Even though such strength exists, Belay [4] identifies several sets of constraints within the field-level extension system that will require attention. These include the ability of extension workers (development agents) to serve farmers is limited given a lack of good motivation at work place, which in turn hampers agricultural output and drag down the economic growth of the country.

Despite other factors and reasons contributing to the low performance, DAs have the lion's share of contribution. Unfortunately at recent time, there is no research conducted so far in the western part as related to DAs' work motivation. Therefore, this research was conducted in Western Ethiopia to identify the driving factors of development agents' work motivation.

2. METHODOLOGY

2.1 The Study Area

The study area is Boji Dermaji district found in Wollega of western Ethiopia. This District is located in the west at about 500 Km far from Addis Ababa; the capital city of the nation. The topography of the area is characterized by ragged mountains ranging from the South to the North, which gradually stretch towards the highland areas in the North-west, at the middle, and South West direction. Since this district is directly accountable to the West Wollega Zone, it has the same structure of Agriculture and Rural Development offices. The wage structure of DAs is also similar. There are 40 (forty) peasant associations called *Kebele* administration in the district. Each *Kebele* has a minimum of three

agricultural extension workers, where sometimes they are five. The extensions workers cover the following sub sectors; crop, livestock, natural resource management, irrigation and agricultural marketing. They are placed to give technical and theoretical know how of extension service to rural farmers and training how to implement modern technological extension service. In total the district has 120 agricultural extension workers (development agents/DAs). The DAs are accountable to the district level agricultural office. In the district, the major crops cultivated are cereals, such as *teff*, maize, wheat; pulses, such as Haricot-bean, and cash crop; such as coffee. The district's total population is about 100,280 of which 48% are males and 52% are females.

2.2 Sampling Procedure and Data Collection

The method used to determine the sample size, which is often used in most social science researches when the target population is less than 10000 is the one suggested by Cochran [5].

$$n = (Z)^2 p^* q / d^2 \quad (1)$$

$$nf = \frac{n}{1 + \frac{n}{N}} \quad (2)$$

Where: n = is desired sample size, (Z)² is the standard normal distribution at the required 95% confidence limit (1.96), P is 0.5 (proportion of the target population to be included in the sample), q = 1-p (1-0.5 = 0.5), d = is the level of statistical accuracy (margin of error) set usually at 0.05. nf = the desired sample size (when the population is less than 10,000). Here, in this study, the estimated response rate was 79% that is out of the base sample size, about 95 are expected to respond, while the remaining 25 may not be able to respond due to different reasons like lack of time, non-responsiveness, fear of giving information, etc. Using the first formula, the value of $n = (1.96)^2(0.5 * 0.5) / (0.05)^2 = 384$. Substituting the value of n by using the second formula; the actual sample size was calculated to be 95. The data is collected using structured questionnaire.

2.3 Methods of Data Analysis

Some polychotomous dependent variables are inherently ordered. Although the outcome is discrete, the multinomial logit or probit models would fail to account for the ordinal nature of the

dependent variable [6]. The ordered probit and logit models have come into fairly wide use as a framework for analyzing such ordered responses. Hence, for this study ordered logit model was used to analyze determinants of DAs' work motivation having three expect categories (low, medium and high motivation).

$$Y_j^* = X_j^1 \beta + U_{1j} \quad (3)$$

Y = 0, if $Y^* \leq \mu_1$ (=0) (less motivated)

Y = 1, if $\mu_1 < Y^* \leq \mu_2$ (medium level of motivation)

Y = 2, if $\mu_2 \leq Y^*$ (highly motivated)

Where Y is observed in k number of ordered categories, μ_s are unknown threshold

Yi* = the level of work motivation from the side of agricultural extension workers in delivering the required agricultural extension services to farmers.

i = 1, 2... n

X_i = Explanatory variables

β_i = Coefficient

U_i = Disturbance term.

The general form for the probability that the observed Y falls into category k and the μ_s and the β_s are to be estimated with an ordinal logit model is

$$\Pr(Y=k) = 1 - L(\mu_k - 1 - \sum_{k=1}^j \beta_k X_k) \quad (4)$$

Where L(.) is cumulative logistic distribution. Like logistic regression, ordered logit uses maximum likelihood methods, and finds the best set of regression coefficients to predict values of the logit-transformed probability that the dependent variable falls into one category rather than another [7].

2.4 Models Variables

The dependent variable is the level of Work Motivation: is the process that initiates and maintains goal-directed performance. It energizes our thinking, fuels our enthusiasm and colors our positive and negative emotional reactions to work and life as well as generates the mental effort that drives us to apply our knowledge and skills [8]. It was measured by identifying DAs intensity, direction and persistence to attain organizational goal. Respondents were classified in to three work motivation categories; low, medium and high

based on their deviation from the mean of over all work motivation score.

The covariates include *age* (years), *sex* (1 if female or 0 otherwise), *marital status* (1 if married or 0 otherwise), *service year*, *distance from home* (measured in hours traveled), *attainment* (measured using Likert scale ranging from very low to very high), *Advancement* (This refers to designate an actual change which enhances position or status at work as well as having promotion related with educational progress of DAs to contribute vital output of extension service for farmers. It was measured using five-point Likert-type scale with response ranging from 1 highly discouraging to 5 highly motivating), *Supervision* (this is about supervisors availability to support and empower the DAs, hence this measured using Likert scale type of five points), *Work itself* (this is about how much the DAs like the work they are assigned to, this assumes a value of 5 points from highly disliking to liking very much), *Perception about salary* (this is also measured using Likert scale type), *Job security* (job security is an important determinant for DAs to be motivated in their works, alike the other variables this also measured using a five point Likert scale. If they feel very much secured it assumes a value closer to 5), *Recognition* (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), *Interpersonal relations* (measured in 5 points of Likert scale type from very poor to very good) and *Personal life* (measured in 5 points of Likert scale type from very poor to very good).

3. EMPIRICAL RESULTS AND DISCUSSION

3.1 Level of Work Motivation

According to Berhanu et al. [9] within both rural and urban area, work motivation is everything and without work motivation even the most talented people will not deliver their potential and knowhow. With work motivation, others will perform above the level expected for their intelligence and academic ability that may lead to economic growth and improve social living standard through improving productivity in the sectors.

The assessment of work motivation among the extension workers was largely based on the response of the development agents. The

primary purpose is to compute the level of work motivation in delivering the required agricultural extension services to smallholder farmers. The level of work motivation is constituted based in the scoring given by development agents themselves. It is hoped that the insight obtained from work motivation of a DAs by measuring the level of their work motivation could generate programmatically important direction since unsatisfactory work motivational level can lead to low agricultural service delivery, which in turn brings low agricultural productivity and then underperformance of economic activity as a whole.

For the work motivation level, which is the dependent variable, responses were categorized into 3 levels. In this case a 0 value is given to low, 1 is given to neutral, and 2 is given to highly motivated. For the independent variables, some were measured numerically, others were categorical, and the rest were measured with 5 points Likert scale type. For those variables with Likert scale type, 1 is given to strongly disagree, 2 is disagree, 3 is neutral, 4 is agree and 5 is strongly agree. Based on this computation, the motivation level of the agricultural extension workers is given as per the Fig. 1.

The empirical result indicates that, the large majority (54.74%) of the agricultural extension workers do have lower level of motivation to function at the required level in delivering the necessary agricultural extension services to farmers. Other similar studies across Ethiopia also indicate that the frequency of farmers' contact with agricultural extension workers is very low (Gutu et al.) [10]. This is partly attributed to the lack of motivation and commitment from the side of the development agents in spending much time supporting smallholder farmers. On the other hand 26.32% and 18.94% have indicated of neutral and highly motivated to do their work respectively. Hence it is apparent that only small proportion of them has good level of motivation to play their facilitative role as agricultural transformation agents. This can shade a light on how the current agricultural extension system would improve the agricultural production and productive. Hence, this is one of the evidence for low provision of extension service to farmers in the study area that led to inadequate farming output and hurt households' livelihood. Therefore, it is important to identify the reasons causing this undesirable level of work motivation.

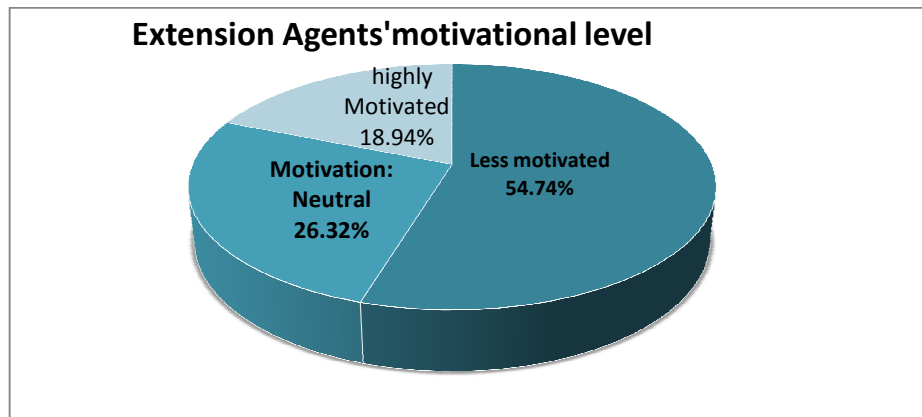


Fig. 1. Extension workers' motivational status

Source: result of own survey, 2015

3.2 Statistical Measurement for Factors of Work Motivation

Observation from the statistical result clearly indicates that many of the agricultural extension workers are young, with an average age of 24.2 years. The relationship between age and work motivation appears to be negative, which means as the age of the agricultural extension workers increase, the level of motivation decrease. This is also evidenced by the relationship between service year and work motivation, which has a correlation coefficient of -0.039, though not significant. Hence, the ministry of agriculture in general and the agricultural extension division in particular should devise appropriate strategy to empower experienced and more matured development agents.

The relationship between sex of the extension worker and work motivation is surprisingly in favor of the female. Female extension workers are more motivated as compared to their male counterparts. This could be because the females tend to devote their time to the work as they do not dare to lose their current employment. The same idea is supported by Tolbert and Moen [11], which states meaningful devotion to own work more likely ranked as first preference by women, whereas promotion opportunities and security were more often ranked first by men. This finding has something to indicate the need for gender differentiated treatment in improving work motivation.

For the variables measured using a 5 points of Likert scale type, as indicated on Table 1, good achievement, personal relationship and full responsibility of work scored highest mean (3.38,

3.20, and 3.13 respectively). However, when the correlation coefficient is computed against work motivation only the variable; full responsibility is found to be statistically significant at less than 5% probability level. On the other hand, job security, favorable distance from home and salary gets lowest score with the mean (2.10, 1.92 and 1.29) respectively. The predictors that got the lower means score value is taken as the most important factor for motivation when their correlation is computed. It is found to be statistically significant at less than 1% probability level. It is identified that in the study area no attractive salary is found and hence the factor is one of the most choice variable which contributes to the work motivation of extension workers. This is because, the average net pay of the workers are about USD 91.3¹ per months or USD 3 per day for a family of 5 members which is closer to ultra-poverty line of USD 0.5 per day per person. Whereas, the extension workers are given 14 different tasks (some of which are even not agriculture related and are sometimes political) in their peasant association to serve about 501 farm households.

Similarly, distance from home, job security and recognition for achievement are highly associated with work motivation. Many of the extension workers are required to travel half a day to reach one farm households on foot on muddy, ragged and mountainous topography sometimes in highly worm climate and heavy rain. All these challenges sums up and create low motivation for work. However the supervisors of DAs and office workers think that good achievement opportunity followed by personal

¹ 1 USD = 20 Ethiopian birr

relationship and full responsibility of work are the best way to motivate development agent to accelerate their daily activity to foster farming output, where as they ignore the central concerns of the development agents such as salary, recognition, job security and career opportunities. From this it can be understood that the officer's priorities for the work motivation are mismatching with the preference of extension workers. This is because the development agents give priority to monetary incentive and the nearest place to work. The impact of this mismatch is apparent in that it adversely affects the agricultural outputs which directly or indirectly affect farmers' life and impede rural development efforts.

3.3 Econometric Results of Determinants of Work Motivation

The ordered logit model employed for the purpose of identifying the determinants of development agents' work motivation gave result that are in line with earlier analysis and other similar studies conducted elsewhere. With an ordinal variable, the important thing is the ordering of categories. Location parameters with negative values indicate the presence (or larger values) of that parameter, which increases the likelihood of smaller values of the response. Table 2 presents the econometric result of STATA output.

The predictors found to be of significance in explaining extension workers' work motivations are: distance from work place, interpersonal relationship, personal life, responsibility, work itself, perception about salary, recognition and job security. This result is more or less congruent with the statistical results of individual variable's association with the work motivation.

The coefficients are values called regression weights and are computed in a way that minimizes the sum of squared deviations. As the major interests of this study is the prediction of work motivation among the development agents, the analysis shows that the largest coefficient is 0.833 ($p < 0.05$) which is for interpersonal relationship. This means that this variable makes the strongest contribution to explaining work motivation of development agents in providing extension services to farmers, when the variance explained by all other predictor variables in the model is controlled for. It suggests that one standard deviation increase in interpersonal relationship competencies is followed by 0.833 standard deviation increase in work motivation. The values for responsibility is the second highest 0.622 ($p < 0.05$), and then followed by job insecurity in the third level 0.560 ($p < 0.05$). Personal life, perception about salary, work itself and recognition are also statistical significant variables in the model.

Table 1. Statistics and correlation of explanatory variables with work motivation

S/N	Factors affecting work motivation	Mean value	Correlation coefficients
Socio-economic factors			
1	Age	24.2	-0.158
2	Sex (in favor of female)	0.11	0.138
3	Marital Status	0.20	0.002
4	Service Year	9.33	-0.039
5	Family Size	5.20	0.015
6	Educational level	13.0	0.345
Work related factors measured using Likert scale of 5 points			
7	Attainment	3.38	0.133
8	Personal relationship	3.20	0.644
9	Feeling responsible	3.13	0.291**
10	Supervision	2.40	0.314**
11	Advancement opportunity	2.16	0.324*
12	Work itself	2.10	0.337*
13	Distance from home	1.92	-0.413*
14	Salary perception	1.23	0.317*
15	Recognition	1.22	0.345*
16	Job Security	1.16	0.561*

Sources: Calculated from survey of 2015, ** Significant at < 5% and * significant at < 1%

Table 2. Econometric result of ordered logistic regression model

Variables	Marginal effect	P-value	Marginal effect for level of motivation		
			Low	Medium	High
Age	-0.002	0.675			
Sex	0.017	0.522			
Marital Status	0.112	0.311			
Educational Level	0.034	0.112			
Attainment	0.038	0.411			
Advancement	0.117	0.289			
Distance from Home	-0.385*	0.004	0.011	0.033	-0.047
Interpersonal relationship	0.833**	0.017	-0.025	-0.131	0.048
Perception about Salary	0.502**	0.044	-0.019	-0.072	0.092
Personal life	0.511**	0.051	-0.035	-0.124	0.048
Responsibility	0.622**	0.033	-0.077	-0.063	0.014
Supervision	-0.322	0.832			
Work itself	0.461**	0.015	-0.026	-0.045	0.080
Recognition	0.456**	0.05	-0.055	-0.076	0.064
Job insecurity	0.56**	0.045	0.042	0.092	-0.020
Constant	0.513	0.384			

Threshold Parameter for index μ (1) = 2.32**
Log likelihood = -85.559
Restricted Log likelihood = -89.551
chi square value = 64.119
R2 = 78.553%
Adjusted R2 = 75.348

Source: STATA output from Survey of 2015

3.3.1 Interpersonal relation

The relation with supervisor, farmers, colleagues, and other workers critically determines the quality of social life at work. The good interpersonal relations skill of the extension workers determines the receptiveness of their service by farmers. Hence, the study revealed that interpersonal relation is positive and significant in explaining work motivation at less than 5% probability level. From the statistical computation using Likert scale, the extension agents had lower level of interpersonal relationship, which could be attributed to their young age, few years of experience and lack of exposure to further training and capacity enhancement opportunities. The study by Herzberg [12] also revealed that good interpersonal relation and interest in work are the crucial factor in motivating people. It states, over and above monetary reward, what people want is good atmosphere with co-workers and friendly relationship with society in which they are working. All other factors being held constant, on average an improvement in interpersonal relation will lead to a reduction in the demotivation for work of those in low and medium categories by a probability of about 2.5% and 3.1% respectively, whereas it increases the probability of work

motivation by 4.8% for those in the high work motivation category.

The implication is that, interpersonal relationship skill of the agricultural extension workers has a positive effect by reducing the existing demotivation for those at the lower level of the continuum and increasing the motivation of those at the higher level of work motivation. This leads the development agents to give good extension service to the smallholder farmers, which will in turn bring positive impact on agricultural production and productivity, rural transformation, behavior change and more.

3.3.2 Personal life

Integration of work with personal demands such as family commitment, leisure activities, school and friends was assessed in this paper. In this study personal life was hypothesized to change work motivation positively. The empirical result revealed that the personal life exerted significant and positive impact on work motivation of development agents at less than 5% level. The result implies that, development agents who had better personal life tend to be motivated than those who do not have better experience of good personal life.

Hence, it can be aired out that when personal life of development agents exhibit better, their motivation to serve farmers in primary activity through sharing technical and theoretical know how in extension service increase too. Improvement of development agents' life in rural area helps to energize their daily activity in practical implementation of their knowledge on extension service in rural economy. When development agents get enough time to participate in different social affairs, have time to enjoy with their family and support their children in their education, aggregate farming output will foster its development trend in the long run and through gradual process rural economy can reach at wealthy level for the country in general and that of the study area particular.

3.3.3 The work itself

Realities reveal that work itself exerts significant effect on work motivation of employees in any organization. The same is true for the particular study under discussion, where the variable is significant at a less than 5% significance level. All other being held constant, on average a variation of work itself gives the probability of low and medium work motivation categories to change by about 2.6% and 4.5% respectively, whereas for those in the category of high work motivation, it changes by about 8.2%.

When they get a chance to do things for which they most qualify or trained and they feel good on their work, their motivation to do the work becomes increasing and their vision is optimized. Even though it needs farther investigation, the study carried out by Belay [4] gives the clue that as development agents are often required to be involved in various non-extension activities like credit distribution and collection of repayment, input delivery, political campaign, etc, the motivation to do the actual agricultural extension services decline. This is because those additional engagements loaded on them from the higher body of the organization do not have direct relation with their priority mandate; hence it could decrease the taste of their work and their performance. The knowledge about those strong motivators within the work itself is of great value and may serve as a starting point for the re-designing of the work itself in order to increase a DA's work motivation.

3.3.4 Perception about salary

With the increasing cost of life in the country in general and the study area in particular, the

payment level of extension workers greatly matter to enable them deliver their tasks successfully. The cost of basic goods and services increases at a rate greater than that of annual salary increment (if at all available). Given that the agricultural extension service delivery takes more time and the possibilities to diversify income sources into alternative means is limited for development agents, their work motivation is highly challenged. The econometric result evidences that at all level of motivational continuum perception about salary have significant impact at 5% probability level. It reduces the lower level and medium level of motivation by 1.9% and 7.2% respectively for any change in perception of salary from poor to better. It, however, brings down the motivation level of those highly motivated by 9.2%.

3.3.5 Job security and recognition

Development agents want to feel a greater level of job security and receive recognition for the contribution they make in the agricultural extension services. As evidenced by the analytical result (Table 2), job security has negative impact on low and medium level of work motivation and positive impact on higher level of work motivation at 5% probability level. Similarly, recognition has the same impact on work motivation level.

3.3.6 Distance from home

Long distance travel every single day has significant implication on the performance level of extension workers. Even though few of the development agents are working in a relatively convenient peasant association, large majority of them are working in more geographically difficult peasant association. Hence, responses from the development agents indicate that there is a greater level of disappointment in working conveniently. The statistical result in Table 1 and the econometric results in Table 2 confirm that there is a significant opposite relationship between distance and work motivation level. Keeping other factors constant an hour increase in distance traveled from home to service delivery point increase demotivation by 1.1% and 3.3 % for those at lower and medium levels of work motivation respectively and decrease motivation of those highly motivate by 4.7%.

4. CONCLUSION AND POLICY IMPLICATIONS

It is worth concluding that the current under performance of the agricultural extensions

service could be one of the primary causes to the poor agricultural sector growth and lower level of rural economic transformation. By and large the work motivation level of the agricultural extension agents is very low from every of the dimension that is being included in the analysis. The fact that almost all of the critical factors of work motivation has score values of less than midpoint on a work motivation continuum of Likert scale type indicate that there is still long way to go to enhance the holistic dimension of work motivation. Based on the findings the following could be some of the recommendations:

4.1 Enhancing Interpersonal Relationship and Personal Life

The interpersonal relationship of the agricultural extension workers with government officials, farm households, supervisors from district agricultural office and community at large should be improved through provision of experience sharing, capacity building on communication skill, mentoring by agricultural officers, and regular supervision visit. This could be set as part of the personal development areas in their annual plan and part of the annual performance review. Similarly, personal life like work life balance, personal sanitation and hygiene, self-organization, living planned life and others should be enhanced through provision of appropriate counseling, guidance, training and mentoring processes to improve personal life. Whenever possible it is necessary to supply them with written materials and books.

4.2 Job Security, Career Path and Work Itself

If the agricultural extensions are to be well settled, they must be guaranteed job security and measure taken to fire them on the ground of their political stand point, less participation in election campaigns and engagement in non-agricultural activities should be avoided at all possible. Retaining and termination from job should be solely on the basis of their performance in the agricultural extension service delivery. Moreover, many of the old agricultural extension workers have only a few months of training and only few of them have a several years of academic studies. For several years the agricultural extension workers were kept in the rural remotes without the possibilities of moving to a better position. Therefore, there must be well defined career structure for further studies and

employment position that is applied solely on the basis of their agricultural extension service delivery performance. Similarly, the work itself should remain attractive to the extension workers, in a sense that the extra engagement in other non-agricultural extension related services should be avoided if the extension workers should be wholly devoted to agricultural extensions services and register good result.

4.3 Salary Perception, Recognition and Closeness to Home

In the agricultural sector as well as in all other sectors, those at the base of the service delivery system, are the ones that bear the lion share of the burden and are always paid less. These always create a sense of disappointment and keep them in a constant search for better paying jobs. If the agricultural extension system should be done heavily through strong commitment of the extension agents, the payment system should turn around. This means those who are at the frontline of the play should be paid better than the rest. Moreover, there should be appropriate recognitions system for those best performing development agents. This could be done through certifying them, give them increment in their salary scale, avail them education opportunity and more. In the same way, there must be a system in which extension agents should stay closer to their own family and live closer the farmers they serve. This could be done by constructing house for them in appropriate locations and provide them means of transportation like horses, motorbikes or bicycle.

COMPETING INTERESTS

Author has declared that no competing interests exist.

REFERENCES

1. IFPRI, Strengthening the Agricultural extension in Ethiopia, August 2009. New York, the International food policy research institute team report; 2009.
2. Federal Democratic Republic of Ethiopia. Agriculture and rural development policies and strategies, Addis Ababa, Ethiopia; 2003.
3. Belay K, Deginet A. Challenges facing agricultural extension agents: A case study from South-Western Ethiopia. African

- Development Bank, Published by Blackwell Publishing Ltd. 2004;139-168.
4. Belay K. Constraints to agricultural extension work in Ethiopia: The insiders' view. South African Journal of Agriculture Extension. 2002;31:63-79.
 5. Cochrane WG. Sampling techniques, 3rd edition. September; 1977. ISBN: 978-0-471-16240-7.
 6. Green WH. Econometric analysis. 4th edition, Prentice-Hall, Inc. Upper Saddle River, New Jersey; 2006.
 7. Verbeek L. A guide to modern Econometrics, 2nd edition, Cambridge, London, England; 2004.
 8. Clark RE. Fostering the work motivation of individuals and team. University of Southern California, 6th edition. Black well publishing Ltd. 2012;13-16.
 9. Berhanu G, Hoekstra D, Azage T. Commercialization of Ethiopian agriculture: Extension service from input supplier to Knowledge broker and facilitator IPMS of Ethiopian Farmers Project Working Paper 1.ILRI, Nairobi, Kenya. 2006;3.
 10. Gutu T, Bezabih E, Mengistu K. Analysis of vulnerability and resilience to climate change induced shocks in North Shewa, Ethiopia. Journal of Agricultural Science. 2012;3(6):871-888. Available:<http://www.scrip.org> (Accessed on September 24, 2015)
 11. Tolbert PS, Moen P. Men's and women's definitions of "good" jobs: Similarities and differences by age and across time. Work and Occupations. 1998;25:168-194.
 12. Herzberg F. Work and nature of work. Cleveland 1st edition. World Publishing Company New York; 2000.

© 2016 Tesso; This is an Open Access article distributed under the terms of the Creative Commons Attribution License (<http://creativecommons.org/licenses/by/4.0>), which permits unrestricted use, distribution, and reproduction in any medium, provided the original work is properly cited.

Peer-review history:
The peer review history for this paper can be accessed here:
<http://sciencedomain.org/review-history/12451>