

Perception of Leadership Effectiveness of Zonal Agricultural Extension Officers by their Extension Agents in Kwara State, Nigeria

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Abstract: The study examined the perception of leadership effectiveness of Zonal Agricultural Extension Officers by their Extension Agents in Kwara State Agricultural Development Project (ADP). A purposive sampling technique was used to select seventy extension agents in the 4 agricultural zones in order to confirm the effectiveness of all their 4 zonal agric officers in the state. Frequency tables, percentages and multiple regression analysis were used to analyse the data. The finding showed that 36% of the extension were male, 10.6 percent were between 31 and 40 years of age, while 79.7% were married. The study also revealed that 78.1% of the respondents were village extension agents, 31% had first degree and 30% of the extension agents had field overseer certificate. The Zonal Agricultural Extension Officers had high disposition only to the following perceived behaviour: always aim at winning 95.3%, 'set the example' 93.8%, 'build trust in the organization' 93.8%, 'recognizes individual contribution' 90.7%, 'strengthening others' 90.7%, 'enlisting others' 90.6%, 'searching for opportunities' 90.6% and 'creative a followership towards common goal' 90.6% and having moderate disposition for 'making everyone feel as if they are highly valued' 65.7% while they have low propensity to display the rest of the behaviour having scored less than 30% on each. Multiple regression analysis showed a significant relationship between the Age and perceived effectiveness ($P < 0.037$); Years of experience and perceived effectiveness ($P < 0.03$) and that no significant relationship between level of education and perceived effectiveness ($P < 0.005$). Having perceived ZEOs to be effective in some of the leadership behaviours, it is therefore recommended that leadership development programmes should be introduced to all the 4 Zonal Agricultural Extension Officers in order to improve on their 'effectiveness'. The management of Kwara ADP should ensure regular review of such programmes.

Key words: Perception, leadership, effectiveness, zonal agricultural extension officers (ZEOs), Extension Agents (EAs).

Introduction

Researchers have claimed that never before has strong leadership being more of a necessity than it is in our current age (Kouzes and Posner, 2002). The desires to understand, define, and explain the essence of leadership has interested researchers and scholars for most of the twentieth century. In their efforts to find an "accurate and precise" definition of leadership thousands of studies have been published in the last decades alone. Most of these explanations have focused on a single person and his or her personnel qualities and skills. Social scientists tried to identify what abilities, traits, behaviours, sources of power or aspect of the situation determine how effective a leader will be able to influence others. According to Maxwell (2001), "Every leader is either a lifter or a limiter of people. If you limit people, you limit not only them but also yourself. But if you lift them up, there's no telling how far they-or you-can go".

Contrary to popular thinking, the term "leadership" is a recent addition to the English language. In fact the word did not come into usage until the late 19th Century. Although the words "lead" and "leader" have a much longer history, they usually referred only to authority figures. The birth and evolution of the idea of "leadership" focuses on a much more complex concept that reaches beyond the single leader. In fact,

contemporary definitions most often reject the idea that leadership revolves around the leader's ability, behaviours, styles or charisma. Today, scholars discuss the basic nature of leadership in terms of the "interaction" among the people involved in the process both leaders and followers. Thus, leadership is not the work of a single person, rather it can be explained and defined as a "collaborative endeavor" among group members. Therefore the essence of leadership is not the leader, but the relationship (Rost, 1993).

One result of this transformation in the concept of leadership has been the rethinking of leadership definitions. Rost (1991) is one of the most popular writers in recognizing the shift from the industrial concept of leadership (leader-centered view) to a paradigm he calls the post-industrial concept of leadership. He articulates a definition of leadership based on this post-industrial perspective. A definition he believes is more consistent with contemporary organizational life. Rost's definition says that leadership is an influence relationship among leaders and followers who intend real changes that reflect their mutual purposes.

This contemporary definition is composed of four basic components, each of which is essential and must be present if a particular relationship is to be called

leadership. (1) The relationship is based on influence. This influence is multidirectional, meaning that influence can go any which way (not necessarily top-down), and the influence attempts must not be coercive. Therefore the relationship is not based on authority, but rather persuasion. (2) Leaders and followers are the people in this relationship. If leadership is defined as a relationship, then both leaders and followers are doing the leadership. He does not say that all players in this relationship are equal, but does say all active players practice influence. Typically there is more than one follower and more than one leader in this arrangement. (3) Leaders and followers intend real changes. Intend means that the leaders and followers promote and purposefully seek changes. Real means that the changes intended by the leaders and followers must be substantial. (4) The changes the leaders and followers intend reflect their mutual purposes. The key is that the desired changes must not only reflect the wishes of the leader but also the desires of the followers (Rost, 1991)

Rost (1991) reminds us that leadership is not what leaders do. Rather, leadership is what leaders and followers do together for the collective good. In today's society, leaders operate in a share powered environment with followers. No longer does a single leader have all the answers and the power to make substantial changes, instead, today we live in world where many people participate in leadership, some as leaders and others as followers. Only when we all work together can we bring about successful changes for our mutual purposes.

Little attention is paid to individual leadership behaviours and practices (Altman, 2002) and people must be involved in the decision-making process, strategy setting, procedure development, and problem solving. However, very often, people are elected, appointed, or promoted to leadership positions without any formal leadership training. Moving into leadership positions demands special skills such as working with others; serving as a coach, mentor, motivator, and/or role model; being able to make tough decisions; and understanding how organizational politics work to achieve organizational effectiveness. (The Walk-The-Talk Company, 2003).

The purpose of this study is to determine the perception of leadership effectiveness of Zonal Agricultural

Extension Officers in Kwara State. This type of study has not been well documented in the state. Therefore, the study will bridge the knowledge gap in this respect.

Objectives of the Study

The general objective of this study is to examine the perception of leadership effectiveness of Zonal Agricultural Extension Officers by their extension agents in Kwara ADP. The specific objectives of the study are to:

1. determine the demographic characteristics of extension agent in Kwara State.
2. examine the perceived leadership effectiveness of zonal extension officers in Kwara State.

Hypothesis

Ho: There is no significant relationship between the personal characteristics (Age, Years of experience, and Levels of education) of respondents and perceived leadership effectiveness of zonal agricultural extension officers.

Hi: There is significant relationship between the personal characteristics (Age, Years of experience, and Levels of education) of respondents and perceived leadership effectiveness of zonal agricultural extension officers.

Methodology

There are four zones in Kwara State Agricultural Development Programme (KWADP) and the four zones are: A, B, C and D, which have their headquarters in Kaiama, Patigi, Malete and Igbaja respectively. All the four zones were included in the study, but the staff strength in the Zones is not the same, therefore, zonal agricultural extension agents are more distributed in Zone D, C, and B than A. However, a purposive sampling technique was used to select 9 extension agents (extension workers) from zone A 17 extension agents from zone B, 21 extension agents from zone C while 23 extension agents were selected from zone D giving sample size of 70 extension agents.

Data was collected using a questionnaire based on an instrument adopted by Kouzes and Posner (1995). The questionnaire was used on 5 leadership practices with 30 behavioural statements necessary for the effectiveness of zonal Agricultural Extension Officers

Kwara ADP Zones & Headquarters

Zone	Local Government	Zonal Headquarters
A	Baruten, Kaiama	Kaiama
B	Patigi, Edu	Patigi
C	As a, Ilorin East, Ilorin West, Ilorin South and Moro	Malete (shao)
D	Ekiti, Ifelodun, Irepodun, Oke-ero, Offa, Oyin, Isin	Igbaja

Source: KWADP (2008) Annual Report.

Respondents were asked to rate their Zonal Agricultural Extension Officers through these behavioural statements using 5 point likert type scale. Always was rated 4 fairly often = 3, sometimes = 2, once in a while = 1, not at all = 0

In analyzing the results, the scores falling below 30 point is considered to indicate a low propensity to display a particular behaviour while a score above 70 point would

indicate a high disposition towards exhibiting the behaviour. Scores between 30 and 70 are considered moderate.

The data collected were subjected to statistical analyses. These included the use of percentage, and frequency. Hypothesis was also tested using multiple regression analysis.

Perceived Leadership Behaviours and practices of ZEOs

S/N Leadership practices and behaviours		4 Always	3 Fairly often	2 Sometimes	1 Once in a while	0 Not at all
A	Challenging the process					
1	Always looking for innovation					
2	Not afraid to take risk					
3	Knows that failure is inevitable					
4	Approach failure as learning experience					
5	Searching for opportunities					
6	Experimenting for opportunities					
B	Inspiring a shared vision					
7	Makes organization a reflection of the whole instead of an ideal of the leaders					
8	Ability to see what can be, while enlisting the creative energy of others.					
9	Persuades a followership towards a common goal					
10	Creates a followership toward a common goal					
11	Envisioning the future					
12	Enlisting others					
C	Enabling others to act					
13	Delegates power to constituents to perform at their highest potential					
14	Builds team					
15	Encourage team work					
16	Develops individual strengths by helping others to contribute to the organization.					
17	Fostering collaboration					
18	Strengthening others					
D	Modelling the way					
19	Follows same rules and guidelines set forth for everyone in the organization.					
20	Sets high standards for organizational performance					
21	Helps others through bureaucratic stumbling blocks					
22	Helps others see their progress toward bigger goals					
23	Sets the example					
24	Always aim at winning					
E	Encouraging the Heart					
25	Never afraid to offer thanks or congratulations					
26	Recognizes individual contribution					
27	Celebrates organizational wins					
28	Makes everyone feel as if they are highly valued					
29	Celebrates team accomplishments					
30	Build trust in the organization.					

Results and Discussion

Table 1. Demographic information of the respondents			
Variable		Frequency (n = 64)	Percentage
Zone:	A	6	9.4
	B	17	26.6
	C	18	28.1
	D	23	35.9
Age (years):	21 - 30	14	21.9
	31 - 40	26	40.6
	41 - 50	23	35.9
	51 - 60	1	1.6
Gender:	Male	51	79.7
	Female	13	20.3
Marital Status:	Married	51	79.7
	Single	9	14.1
	Widowed	2	3.1
	Divorced	2	3.1
Rank:	Village Extension agent	50	78.1
	Block Extension agent	4	6.3
	Block Extension supervisor	5	7.8
	Subject Matter Specialist	5	7.8
Area of Specialization:	Agronomy	38	59.4
	Forestry	7	10.9
	Fishery	4	6.3
	Livestock	3	4.7
	Horticulture	4	6.3
	Home Economics	8	12.5
Highest educational level:	Field overseer Certificate	18	28.1
	OND	19	29.7
	B. Sc./B. Agric	20	31.3
	SSCE 'O' Level	7	10.9
Years of Experience	1 - 9	10	15.6
	10 - 18	24	37.5
	19 - 27	5	7.8
	28 - 36	1	1.6

Source: Field Survey, 2008

Table 1 presents the results of data analysis for the demographic characteristics of the respondents. It shows that most of the extension agents are from zone D (35.9%) followed by zone C (28.1%), while only (26.6%) are in zone B and Zone A has the least extension agents (9.4%). This implies that the Kwara ADP has most of its extension activities concentrated in zone D and C respectively. Majority (76.5%) of the extension agents were between 31-50 years old. This implies that the extension agents were expected to be more energetic and productive under normal condition. Majority of the extension agents (79.7%) were male while 20% were female, this implies that the Kara ADP extension system is male dominated. However, of the 64 extension agents almost 80% were married while only 14.1% were single and 3.1% each were widowed and divorced. This study revealed that 78.1% of the respondents were village extension agents, 6.3% were block extension agents, 7.8% were block extension supervisors and Subject Matter Specialists (SMS) respectively. This distribution may be beneficial to the rural farmers if the village extension agents that have direct contacts with the farmers are favourably predisposed to their duties and

emphasis must be on their welfarism in performing effectively.

Fifty nine percent (59.4%) of the extension agents specialized in agronomy, 12.5% were home economists, 11% specialized in forestry, 6.3% each were in fishery and horticulture while 4.7% were in livestock. It was found that 28.1% of the respondents had field overseer certificates, 29.7% had Ordinary National Diploma, while 31.3% had degree and 10.9% had Senior School Certificate Examinations (SSCE). This finding is similar to that of Carney (1998) who found that the performance of extension agents would be enhanced if their educational qualification is put into consideration and all the necessary and required inputs is adequate.

Table 1 also shows that most of extension agents (37.5%) have spent between 10-18 years in the profession with 15.6% having practiced the profession for 1-9 years.

Table 2. Perceived behaviours of the zonal extension officers

Perceived Behaviours	Always (%)	Fairly often (%)	Sometimes (%)	Once in a while (%)	Not at all (%)	Total
Always looking for innovation	35.9	18.8	17.2	17.2	10.9	100.0
Not afraid to take risk	7.8	15.6	43.8	23.4	9.4	100.0
Knows that failure is inevitable	26.6	18.8	32.8	15.6	6.3	100.0
Approach failure as learning experience	18.8	35.9	28.1	12.5	4.7	100.0
Searching for opportunities	48.4	26.6	16.6	1.6	7.8	100.0
Experience for opportunities	46.9	23.4	15.6	6.3	7.8	100.0
Makes organisation a reflection of the whole instead of an ideal of the leader.	31.3	20.3	31.3	6.3	10.9	100.0
Ability to see what can be, while enlisting the creative energy of others.	39.1	20.3	29.7	6.3	4.7	100.0
Persuades a followership towards a common goal.	59.4	6.3	21.9	12.5	0.0	100.0
Creates a followership towards common goal.	53.1	21.9	15.9	4.7	4.7	100.0
Envisioning the future	34.4	32.8	21.9	6.3	4.7	100.0
Enlisting others	32.8	29.7	28.1	4.7	4.7	100.0
Delegates power to constituents to perform at their highest potential	25.0	20.3	37.5	14.1	3.1	100.0
Builds team	35.9	23.4	23.4	14.1	3.1	100.0
Encourages team work	50.0	17.2	18.8	12.5	1.6	100.0
Develops individual strength by helping others to contribute to the organization	48.4	17.2	20.3	6.3	7.8	100.0
Fostering collaboration	26.6	15.6	28.1	18.8	10.9	100.0
Strengthening others	50.0	18.8	21.9	6.3	3.1	100.0
Follows same rules and guide lines set forth for everyone in the organization	34.4	28.1	20.3	9.4	7.8	100.0
Sets high standards for organizational performance.	32.8	26.6	28.1	4.7	7.8	100.0
Helps others through bureaucratic stumbling blocks.	50.0	15.6	14.1	12.5	7.8	100.0
Helps others see their progress toward bigger goals.	51.6	21.9	12.5	10.9	3.1	100.0
Sets the example	56.3	12.5	25.0	6.3	0.0	100.0
Always aim at winning	51.6	32.8	10.9	1.6	3.1	100.0
Never afraid to offer thanks or congratulations.	54.7	17.2	9.4	14.1	4.7	100.0
Recognises individual contribution	45.3	18.8	26.6	9.4	0.0	100.0
Celebrates organizational wins.	39.1	18.8	15.6	18.8	7.8	100.0
Makes everyone feel as if they are highly valued	26.6	14.1	25.0	23.4	10.9	100.0
Celebrates team accomplishments	40.6	23.4	17.2	14.1	4.7	100.0
Build trust in the organization	54.7	25.0	14.1	6.3	0.0	100.0

Source: Field Survey, 2008.

Table 2 shows the finding of the leadership effectiveness of the Zonal Agricultural Extension Officers as perceived by extension workers in Kwara ADP. Therefore, the effectiveness of leaders lies in how staff perceived their leadership behaviours (Bass and Avolio, 1994). The findings showed that Zonal Agricultural Extension Officers have high disposition to the following perceived behaviours; always aim at winning (95.4%), 'set the example' (93.8%), 'built trust in the organization' (93.8%), 'recognizes individual contribution' (90.7%), 'strengthening others' (90.7%), 'enlisting others' (90.6%), 'searching for opportunities' (90.6%), and 'creates a followership towards common goal' (90.6%), 'envisioning the future' (89.1%) 'sets high

standards for organizational performance' (87.5%), and 'helps other see their progress towards bigger goals' (86%), while Zonal Agricultural Extension Officers have moderate disposition to 'makes everyone feel as if they are highly valued' (65.7%) while they have low propensity to display the rest of the behaviours having scored less than 30 percent on each.

This means that the Zonal Agricultural Extension Officers are effective only on those behaviours mentioned above while need to improve on the other behaviours they are predisposed to.

Table 3. Descriptive statistics of the constraints to leadership effectiveness of zonal agricultural extension officer as perceived by their extension agents

Constraints	Frequently (n=64)	Percentage
Bad road	13	20.3
Inadequate finance	19	29.7
Inadequate training	20	31.3
Poor mobility	12	18.8

Source: Field Survey, 2008

Table 3: Presents the constraint to leadership effectiveness of zonal agricultural extension officers. It was found that 31.3% of the respondent reported inadequate training to be one of the constraints, 29.7% for inadequate finance while 18.8% suggested poor mobility. It could thus be inferred that the Zonal

Agricultural Extension Officers lack adequate leadership training that might result into behavioural changes or they might be effective if there is adequate provision of fund to organize various agricultural programmes and shows.

Table 4. Multiple regression analysis showing the effect of respondent's age on leadership behaviours

Variable	R ²	d.f.	F	bo	b1	Sig.
Always looking for innovation	0.019	62	120	4.0527	-.2473	.278
Not afraid to take risk	0.000	62	9.6E-04	2.8793	-.0052	.975
Knows that failure is inevitable	0.004	62	.25	3.6492	-.0975	.621
Approach failure as learning experience	0.108	62	7.50	4.4970	-.4519	.008*
Searching for opportunities	0.110	62	7.70	5.1558	-.5034	.007*
Experience for opportunities	.140	62	10.08	5.2573	-.6005	.002*
Makes organisation of reflection of the whole instead of an ideal of the leader.	0.009	62	.55	3.8809	-.1538	.462
Ability to see what can be, while enlisting the creative energy of others.	0.052	62	3.38	4.5561	-.3352	.071
Persuades a followership towards a common goal.	0.004	62	.25	3.9237	.0927	.617
Creates a followership towards common goal.	0.018	62	1.12	4.5597	-.1930	.293
Envisioning the future	0.051	62	3.33	4.5509	-.3184	.073
Enlisting others	0.016	62	1.02	4.1978	-.1774	.316
Delegates power to constituents to perform at their highest potential	0.018	62	1.16	3.9165	-.1918	.285
Builds team	0.031	62	1.95	4.3192	-.2621	.167
Encourages team work	0.000	62	.01	3.9696	.0212	.910
Develops individual strength by helping others to contribute to the organization	0.025	62	1.60	4.4850	-.2593	.211
Fostering collaboration	0.052	62	3.37	4.1195	-.3859	.071
Strengthening others	0.044	62	2.84	4.7115	-.2988	.097
Follows same rules and guide lines set forth for everyone in the organization	0.006	62	.39	3.9912	-.1254	.536
Sets high standards for organizational performance.	0.018	62	1.11	4.1578	-.2022	.296
Helps others through bureaucratic stumbling blocks.	0.041	62	2.62	4.6316	-.3484	.110
Helps others see their progress toward bigger goals.	0.049	62	3.18	4.7922	-.3288	.079
Sets the example	0.032	62	2.05	4.6908	-.2317	.158
Always aim at winning	0.055	62	3.63	4.8973	-.2837	.061
Never afraid to offer thanks or congratulations.	0.058	62	3.81	4.8833	-.3923	.055
Recognises individual contribution	0.072	62	4.78	4.7775	-.3580	.033*
Celebrates organization wins.	0.069	62	4.57	4.6177	-.4571	.036*
Makes everyone feel as if they are highly valued	0.001	62	.08	3.3524	-.0615	.780
Celebrates team accomplishments	0.104	62	7.19	4.9197	-.3098	.009*
Build trust in the organization	0.068	62	4.53	4.9529	-.3092	.037*

Y = $F_0 + b_1X$

Y = Dependent variable (behaviours)

X = Independent variable (Age)

b₀ = Intercept on Y axisb₁ = Coefficient of X

Significant at 5%

Source: Field survey, 2008

From Table 4. It was discovered using multiple regression analysis at significant level of 5% that the following behaviours are significant.

Approach failure as learning experienced ($b1 = -.4519$),
Searching for opportunities ($b1 = -.5034$),
Experimenting for opportunities ($b1 = -.6005$),
Recognizes individual contribution ($b1 = -.3580$),

Celebrates Organizational wins ($b1 = -.4571$),
Celebrates team accomplishments ($b1 = -.5098$), Build
trust in the organization ($b1 = -.3092$).

This implies that the younger the extension agents the higher they perceive their Zonal Agricultural Extension Officers to be effective in all seven behaviours mentioned above.

Table 5. Multiple regression analysis showing the effect of respondent's years of experience on leadership behaviours

Variable	R ²	d.f.	F	b0	b1	Sigf.
Always looking for innovation	0.030	62	1.90	4.0105	-.2246	.173
Not afraid to take risk	0.067	62	4.44	2.3448	.2477	.039*
Knows that failure is inevitable	0.008	62	.48	3.2208	.0983	.491
Approach failure as learning experience	0.045	62	2.91	3.9809	-.2112	.093
Searching for opportunities	0.116	62	8.13	4.8865	-.3740	.006*
Experience for opportunities	0.132	62	2.02	4.4091	-.2070	.160
Makes organisation of reflection of the whole instead of an ideal of the leader.	0.008	62	.49	3.3131	.1061	.485
Ability to see what can be, while enlisting the creative energy of others.	0.018	62	1.16	4.1471	-.1448	.286
Persuades a followership towards a common goal.	0.007	62	.44	4.3213	-.0891	.508
Creates a followership towards common goal.	0.000	62	.01	4.1059	.0158	.906
Envisioning the future	0.001	62	.09	3.7756	.0380	.770
Enlisting others	0.037	62	2.38	3.3847	.1942	.128
Delegates power to constituents to perform at their highest potential	0.019	62	1.20	3.8111	-.1412	.277
Builds team	0.086	62	5.85	4.4537	-.3194	.019*
Encourages team work	0.006	62	.38	4.1994	-.0834	.540
Develops individual strength by helping others to contribute to the organization	0.001	62	.07	3.8325	.0406	.789
Fostering collaboration	0.026	62	1.63	3.7155	-.1971	.207
Strengthening others	0.104	62	7.18	4.7976	-.3337	.009*
Follows same rules and guide lines set forth for everyone in the organization	0.017	62	1.10	4.0548	-.1526	.298
Sets high standards for organizational performance.	0.000	62	1.1E-03	3.7289	-.0046	.974
Helps others through bureaucratic stumbling blocks.	0.006	62	.39	4.0935	-.0992	.535
Helps others see their progress toward bigger goals.	0.000	62	2.4E-06	4.0786	-.0002	.999
Sets the example	0.011	62	.71	4.4079	-.1000	.403
Always aim at winning	0.038	62	2.44	4.6562	-.1702	.124
Never afraid to offer thanks or congratulations.	0.011	62	.72	4.3099	-.1265	.400
Recognises individual contribution	0.03	62	2.08	4.3852	-.1748	.154
Celebrates organization wins.	0.055	62	3.63	4.2805	-.2975	.061
Makes everyone feel as if they are highly valued	0.050	62	3.26	3.8363	-.2803	.076
Celebrates team accomplishments	0.003	62	.18	3.9477	-.0614	.674
Build trust in the organization	0.023	62	1.45	4.5673	-.1299	.233
	0.007	62	.44	2.2938	.0794	.508

$Y = b_0 + b_1X$

Y = Dependent variable (behaviours)

X = Independent variable (Age)

b_0 = intercept on Y axis

b_1 = Coefficient of X

Significant at 5%

Source: Field survey, 2008

The data in Table 5 shows the regression analysis at significant level of 5% that the following leadership behaviours are significant; Not afraid to take risk ($b1 = 0.2477$), Searching for opportunities ($b1 = -0.3740$), Builds team ($b1 = -0.3194$), and Strengthening others ($b1 = -0.3337$).

This indicates that the lower the years of experience of the extension agents the higher they perceive their Zonal

Agricultural Extension Officers to be effective in building the team, Strengthening others and searching for opportunities. The higher the years of experience of the extension agents, the higher they perceive their Zonal Agricultural Extension Officers to be effective in not afraid to take risk which is contrary to the years of experience as regards to building the team, strengthening others and searching for opportunities.

Table 6. Regression analysis showing the effect of respondent's highest level of education on leadership behaviours.

Variable	R ²	df	F	b0	b1	Sig.
Always looking for innovation	.032	62	2.03	2.9441	.2540	.159
Not afraid to take risk	.009	62	.58	3.1174	-.1008	.450
Knows that failure is inevitable	.017	62	1.09	3.8004	-.1613	.302
Approach failure as learning experience	.000	62	4E-04	3.5247	-.0040	.977
Searching for opportunities	.058	62	3.83	3.4093	.2903	.005*
Experience for opportunities	.012	62	.77	3.6356	.1411	.384
Makes organisation of reflection of the whole instead of an ideal of the leader.	.014	62	.91	3.9007	-.1573	.344
Ability to see what can be, while enlisting the creative energy of others.	.001	62	.06	3.9098	-.0363	.808
Persuades a followership towards a common goal.	.000	62	.00	4.1250	-.4E-17	1.000
Creates a followership towards common goal.	.040	62	2.59	4.6578	-.2298	.113
Envisioning the future	.018	62	1.12	3.5237	-.1492	.294
En'is ing others	.001	62	.05	3.8851	-.0323	.819
Delegates power to constituents to perform at their highest potential	.013	62	.83	3.2097	.1290	.365
Builds team	.026	62	1.68	3.3145	.1935	.200
Encourages team work	.016	62	1.02	4.3513	-.1492	.316
Develops individual strength by helping others to contribute to the organization	.008	62	.51	3.6588	.1169	.479
Fostering collaboration	.006	62	.38	3.0454	.1048	.542
Strengthening others	.020	62	1.28	3.6996	.1613	.262
Follows same rules and guide lines set forth for everyone in the organization	.030	62	1.90	3.2288	.2177	.173
Sets high standards for organizational performance.	.004	62	.22	3.5554	.0726	.638
Helps others through burean cratic stumbling blocks.	.005	62	.31	3.6573	.0968	.580
Helps others see their progress toward bigger goals.	.033	62	2.10	4.5590	-.2137	.153
Sets the example	.004	62	.24	4.3327	-.0645	.623
Alw'ays aim at winning	.020	62	2.30	3.9728	.1371	.259
Never afraid to offer thanks or congratulations.	.000	62	2.4E-03	4.0131	.0081	.961
Recognises individual contribution	.019	62	1.18	3.6734	.1452	.282
Celebrates organization wins.	.030	62	1.95	3.0806	.2419	.168
Makes everyone feel as if they are highly valued	.058	62	3.81	2.4748	.3306	.005*
Celebrates team accomplishments	.001	62	.09	3.7036	.0448	.762
Build trust in the organization	.001	62	.04	4.3357	-.0242	.840
	.007	62	.46	2.6683	-.0887	.499

Y = bo + b₁x

Y = Dependent variable (behaviors)

X = Independent variable (Age)

b₀ = Intercept on Y axisb₁ = Coefficient of X

Significant at 5%

Source: Field survey, 2008

The data in table 6. Above revealed that the highest level of education obtained by the extension agents has no relationship with any of the perceived behaviours. This suggests that extension agents level of education has impact on the leadership effectiveness of their Zonal Agricultural Extension Officers in terms of searching opportunities and makes everyone feel as if they are highly valued ($P < .005$).

Conclusion

The findings of this study indicated that 29.7% of the extension agents (extension workers) have Ordinary National Diploma Certificate. There is need to employ more women extension agents, since we have few number of them as the result indicates. Majority of these extension agents are Village Extension Agents (VEAS) who have direct contacts with the farmers and could

perceive well the effectiveness of their Zonal Extension Officers (ZEOs). The effectiveness of the ZEOs was based only on the following: always aim at winning sets the example, build trust in the organization, recognizes individual contribution, strengthening others, enlisting others, searching for opportunities and creates a followership towards a common goal. There is a negative relationship between the perceived effectiveness of the ZEOs and age and years of experience of the extension agents. Also the level of education of the respondents has no relationship with the effectiveness of their ZEOs. The study recommends that leadership development programmes should be introduced to all the 4 Zonal Agricultural Extension Officers in order to improve on their effectiveness. The management of Kwara ADP should ensure regular review of such programmes.

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