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MOTIVATION NEEDS OF ADULT VOLUNTEER LEADERS* OF RURAL YOUTH CLUBS IN AKWA IBOM STATE.

INI A. AKPABIO
DEPARTMENT OF AGRICULTURAL ECONOMICS AND EXTENSIONS
UNIVERSITY OF UYO, UYO

ABSTRACT

The success of Rural Youth Programmes depend on the effectiveness of positively motivated local Adult Volunteer Leaders. This study therefore tried to assess the motivation needs of Adult leaders of rural based youth clubs.

A research instrument developed and administered on 40 Adult leaders of youth clubs revealed that these leaders were chiefly motivated by "Achievement" needs and were not effective in Role Performance due to some stated constraints.

Significant results however indicate that informally (self) employed individuals could be effective youth club leaders, if allowed some form of autonomy in decision making.

It is recommended that retirees that are still active (not tired), be motivated to volunteer to lead rural youth clubs. The Extension service should however expose these volunteers to leadership training programme for increased effectiveness.

*Also referred to as Adult Leaders.

INTRODUCTION

The concept of volunteering derives from the willingness of an individual to perform certain essential functions necessary for societal well-being without being compelled.

The volunteer concept is necessarily apt when used in connection with the roles of volunteer Adult Leaders of Rural Youth Programmes, who are supposed to served without financial remuneration and are thereby propelled by personal interest. Effective volunteer leadership with respect to youth clubs is supposed to perform functions of helper, convener, enabler, co-ordinator and mediator.

Motivation is a concept used to explain why organisms do what they do in order to achieve certain ends. Vernon (1971) defines motivation as "some kind of internal force which arouses, regulates and sustains all our more important action". Motivated behaviour may be impulsive or controlled.

Porter and Lawler (1968), Herzberg (1969), Murray (1938) and Mc'Gregor (1969); all posit theories to explain motivation in human beings. In a similar vein, Wilson (1976) asserts that volunteering provides the potential for meeting Mallow's (1954) higher level needs of belongingness, self esteem and self-actualization; while Henderson (1982) recounts Mc'Clelland and Atkinson's expectancy motivation theory which suggest that three factors; Achievement, Affiliation and Power; affect volunteering as a form of motivated behaviour.

PROBLEM STATEMENT

Evaluation of Rural Youth Programmes (Ekong and Williams, 1974; Obibuaku, 1977) amongst many others, have never considered the Adult Leader as an important variable. Likewise, motivation studies with emphasis on Rural Development have concentrated on paid employees (Jibowo, 1976) and participants in Rural Change programmes (Uwakah, 1981).

This study focuses on unpaid volunteer leaders guided solely by interest, whose catalytic roles are inevitable for the sustenance of any rural youth programme. Effective performance by the Adult Leader depends on his knowledge and enthusiasm. An understanding of what motivates the individual is however needed to reveal how abilities and skills are activated and their potentials released.

In that wise, a focus on who participates, why, in what roles? and constraints faced; are necessary aids to the development of a strategy for a more effective leadership input into rural youth programmes.

To provide some insight into these issues, this study attempted to;

- (i) identify and compare the characteristics of adult volunteer leaders of young farmers clubs and non-young farmers clubs in Akwa Ibom State.
- (ii) assess the effectiveness of volunteer leaders of rural youth clubs.
- (iii) determine motivation factors influencing adult leaders decision to volunteer to lead rural youth clubs.

- (iv) identify constraints affecting effective volunteer leadership
- (v) develop a strategy for motivating adults for effective leadership input into rural youth programmes.

This study serves to recommend to governments, extension service and voluntary organisations, the necessity to incorporate knowledgeable local leaders into youth oriented rural and agricultural development schemes.

CONCEPTUAL FRAMEWORK

A successful Rural Youth Programme is of value to the youth who participates, the families involved, the community and the country as a whole. The success of any youth programme however depends upon leadership at all levels. Berelson and Asteiner (1964) define leadership as a process by which individuals and groups interact in an effort to achieve certain goals. Accordingly, the leader and club members are expected to interact in an effort to achieve rural and agricultural transformation.

Leadership may be viewed from the perspective of individual reasons for volunteering to serve. Reddy and Smith (1973) while insisting that social background (demographic factors) give a clue on the kind of participants in a voluntary action, cite factors worthy of consideration to include life-cycle, socio-economic status and socio-physical characteristics of individuals. Other notable factors which may affect voluntary participation include Group and Organisational affiliation, informal interpersonal relationship and mass-media exposure.

Warner (1965) suggests means of increasing participation in voluntary activities to include; guaranteeing that the structures and procedures of association do not inhibit participation, ensuring that the association serves purposes that rank high in the value scale of members, and provision of benefits sufficiently important to compete with other available alternatives. Wilson (1976) however, surmises that though achievement and recognition rank highest as motivators, the work itself, responsibility and development (advancement) seem to have more long-term effect.

Different methods exist to assess motivation needs, inclusive of which are the Descriptive (self-Rating) method, the Iowa Picture Interpretation Test (Downie, 1967), and the Thematic Aperception Test (Vernon, 1971). Also Jibowo (1976) requested Extension Agents to respond to questions on the likes and dislikes associated with their jobs.

MATERIALS AND METHODS

Sampling

Population for this study comprised Adult leaders of the 67 youth clubs registered (1990) with the Youth Development unit of the Akwa Ibom State Ministry of Education, youth and Sports. Twenty two of these clubs were Young Farmers' Clubs (Y.F.C) and were all utilised for this study. The nearest non-Y.F.C. club to each of these Y.F.C's was purposively selected, to make up 44 youth clubs. An Adult leader from each of these clubs was administered a questionnaire. Forty completed questionnaires were finally utilised for this study, 18 of which were Y.F.C's and 22, non-Y.F.C's.

Measurement of Variables

A questionnaire, divided into 4 sections, was used to collect data. Section A covered demographic characteristics. Section B attempted to elicit responses on Adult Leaders' levels of Role Performance and statements were drawn up to reflect Swanson et.al (1984): Leadership, citizenship, Personal and Career (occupational) development; categorisation of Rural Youth Programme objectives. Respondents were required to react to a 3-point likert scale of Not-at-all (1) Sometimes (2) and Regularly (3). Section C on Motivation needs (affecting adults in their voluntary roles) utilised statements reflecting Mc'Clelland and Atkinson's three motivation factors of: Achievement (capacity for taking pride in accomplishments), Affiliation (concern for one's relationship with others) and Power (wanting to have an influence on others); as adapted from Henderson (1991). Statements were intermixed and respondents were required to respond to a 3 - point likert continuum of Disagree (1), Neutral (2) and Agree (3). Section D focused on volunteer leaders' Ranking of constraints affecting their effectiveness. Constraints were ranked in decreasing order of importance with the highest constraint assigned the lowest rank.

The Reliability Coefficient, based on Kuder-Richardson formula 20 was 0.76. Validity was by Content validity, utilising Flanagan's method of estimating discrimination.

RESULTS AND DISCUSSION

Demographic Characteristics

The mean age of volunteer Adult Leaders is 32.5 years with about 55% of them within the 25 - 30 years age range. Sixty five percent of the leaders were unmarried. 55% were graduates of tertiary institutions while 42.5%

were secondary school leavers. As per forms of Primary occupation 48% of the leaders were civil servants, 28% were traders, and 20% farmers. Forty three percent of the leaders had spent less than 5 years in rural areas while 33% had had more than 16 years rural experience.

On a comparative note, the Y.F.C. leaders were relatively younger, mostly unmarried, possessed higher educational qualification and had spent a lesser number of years in rural areas.

Levels of Role Performance

Adult Leaders were more effective in Leadership activities, specifically in "Organising club Programmes" (82.5% regularity), "Encourage the youth to help the old and invalid" (75%) and "act as role models for youths (72.5%) (Table 1). Sadly and very much against the principle of local involvement in rural programmes, a very important activity like "Securing Public Support for youth programmes" had a regularity performance rating of 22.5%. The non-Y.F.C. leaders were however found to perform most activities with a relatively higher regularity

TABLE 1

ADULT LEADERS LEVEL OF ROLE PERFORMANCE OF YOUTH CLUB ACTIVITIES

S/No.	Activities	Not at all	Some-times	Regularly	Total	Mean
1.	Organise Club Programmes	2(5.0)*	5(12.5)	33(82.5)	40(100)	2.8
2.	Encourage youths to help the old and invalid	-	10(25.0)	30(75.0)	40(100)	2.75
3.	Encourage and reassure youths	-	11(27.5)	29(72.5)	40(100)	2.73
4.	Role Model for youths	2(5.0)	8(22.5)	29(72.5)	40(100)	2.68
5.	Distribute responsibilities to club members	5(12.5)	8(20.0)	27(67.5)	40(100)	2.55
6.	Teaching career skills	-	20(50.0)	20(50.0)	40(100)	2.50
7.	Distribute information to club members	6(5.0)	9(22.0)	25(62.5)	40(100)	2.48
8.	Choose Projects suited to Community needs	2(5.0)	17(42.5)	21(52.5)	40(100)	2.48
9.	Teach members to judge exhibits and put up demonstration	2(5.0)	17(42.5)	21(52.5)	40(100)	2.48
10.	Inculcate habit of self expression	2(5.0)	17(42.5)	21(52.5)	40(100)	2.48
11.	Reward and punishment of club members	4(10.0)	15(37.5)	21(52.5)	40(100)	2.43

S/No	Activities	Not at all	Some-times	Regularly	Total	Mean
12.	Keeping and analysing records	2(5.0)	19(47.5)	19(47.5)	40(100)	2.43
13.	Attend leadership training meetings	6(15.0)	13(32.5)	21(52.5)	40(100)	2.38
14.	Inculcate maintenance culture	3(7.5)	19(47.5)	18(45.0)	40(100)	2.38
15.	Recruitment of new members	6(15.0)	14(35.0)	20(50.0)	40(100)	2.35
16.	Organise competitions for members	5(12.5)	21(52.5)	14(35.0)	40(100)	2.23
17.	Secure Public support for activities	-	31(77.5)	9(22.5)	40(100)	2.23
18.	Solicit funds and materials	6(15.0)	21(52.5)	13(32.5)	40(100)	2.18
19.	Encourage participation in cultural activities	2(5.0)	29(72.5)	9(22.5)	40(100)	2.18
20.	Invite professionals to club meetings	12(30.0)	16(40.0)	12(30.0)	40(100)	2.0

Source - Field Survey (1990)

*Percentages in parenthesis

MOTIVATION NEEDS

Eighty-five percent and 82.5% of the volunteer leaders responded chiefly to two achievement motives, respectively, of "To improve my community" and "To learn new things". This reveals that volunteering should be viewed from both the standpoints of benefits that will accrue to the individual (Personal development) and benefits that would accrue to the Community (Community development). The highest Power Motive "To teach and lead others" scored 80% while the highest Affiliation motive "I feel needed in the Programme" scored 72.5% (Table 2).

Differential group analysis reveals that non-YFC leaders were chiefly motivated by the Affiliation motive of "I like associating with the youth" (100%) as opposed to a 33% regularity response by YFC leaders. The highest YFC leader motive (77.8%) was the achievement motive of "I want to improve my area" which also motivated the non-YFC leaders (90.9%).

When the motivation reasons listed below were broken into groups of Achievement, Affiliation and Power; 50.27% of the leaders were motivated by Achievement needs while 25.02% and 24.72% of the leaders were motivated by Affiliation and Power needs, respectively.

PROBLEMS ENCOUNTERED BY VOLUNTEERS

The most serious constraint was lack of funds and materials which was ranked highest by 85% of the leaders (Table 3). Akpabio (1986) cites

evidences from related findings to support the attestation above. That leaders rank "Lack of Training Opportunities" as an important deterrent factor (Table 2) is a testimony to the fact that when given the opportunity, leaders themselves are the first to express the desire for more training. That the community does not support rural youth programmes (Table 3.3) is not surprising since Leaders do not involve the community in their activities (Table 1.17)

TABLE 2
ADULT LEADERS' PERCEPTION OF MOTIVATION NEEDS

Motivation Statements					
S/No. I am a volunteer because I	Disagree	Neutral	Agree	Total	Mean
1. want to improve my community (Ach)	1(2.5)	6(15.0)	34(85.0)	40(100)	2.85
2. want to learn new things (Ach.)	1(2.5)	6(15.0)	33(82.5)	40(100)	2.80
3. want to teach and lead others (Pow)	-	8(20.0)	32(80.0)	40(100)	2.80
4. like to associate with youths (Aff.)	-	12(30.0)	28(70.0)	40(100)	2.70
5. am chanced to be involved in programme development (Pow)	3(7.5)	8(20.0)	29(72.5)	40(100)	2.65
8. feel needed in the programme (Aff.)	5(12.5)	6(15.0)	29(72.5)	40(100)	2.60
9. like helping people (Aff.)	8(20.0)	6(15.0)	26(65.0)	40(100)	2.45
10. want to use my leisure time well (Ach.)	4(10.0)	15(37.5)	21(52.5)	40(100)	2.43
11. want to influence the growth of youth (Pow)	3(7.5)	8(20.0)	29(72.5)	40(100)	2.33
12. do it very well (Ach.)	8(20.0)	12(30.0)	20(50.0)	40(100)	2.30
13. was once a youth club member (Ach.)	8(20.0)	13(32.5)	19(47.5)	40(100)	2.28
14. want to be recognised (Pow)	11(27.5)	10(25.0)	19(47.5)	40(100)	2.20
15. want to be liked (Aff.)	11(27.5)	17(42.5)	12(30.0)	40(100)	2.03
16. could not refuse when asked (Aff.)	21(52.5)	9(22.5)	10(25.0)	40(100)	1.73
17. gives me a chance to do my own thing (Pow)	28(70.0)	8(20.0)	4(10.0)	40(100)	1.40

Ach = Achievement
Aff. = Affiliation
Pow. = Power

Source = Field Survey (1990)

TABLE 3

ADULT LEADERS' RANKING OF CONSTRAINTS

Constraints	Mean	Rank
1. Lack of funds and materials	1.250	1
2. Lack of Training opportunities	1.800	2
3. Lack of Community Support	1.875	5
4. Lack of enthusiasm and Interest by club members	2.000	4
5. Lack of Supervision and co-ordination	2.125	5
6. Lack of opportunity to put theory into practice	2.275	6
7. Boredom due to repeated tasks and lack of new challenges	2.325	7

Source: Field Survey (1990)

RELATIONSHIP BETWEEN VARIABLES

1. Relationship between Y.F.C. and Non-Y.F.C. Leaders

A T - Statistics tested at both 0.01 and 0.05 levels recorded no significant relationship between Y.F.C and Non-Y.F.C. volunteer leaders in terms of demographic characteristics, Role performance levels and Motivation needs.

2. Relationship between Leaders' Demographic Characteristics and Levels of Motivation Needs

Chi-square (X^2) statistics was utilised. Motivation needs was divided into Achievement, Affiliation and Power; each motive was then categorised into high and low groups, based on total motivation scores. Results indicated a significant relationship between occupation and Affiliation motivation ($X_c = 6.14$; $P < 0.05$). No other significant relationship was recorded. In essence, the more informal the occupation of an Adult Leader, the more likely he is to possess higher affiliation motives for volunteering to lead a rural youth club.

3. Relationship Between Leaders' Demographic Characteristics and Role Performance Levels.

Role performance was categorised into high and low groups and related to demographic characteristics. A X^2 statistics tested at 0.05 level indicated no significant relationship between the 2 sets of variables.

4. Relationship Between Leaders Role Performance Levels and Levels of Motivation needs.

As depicted in Table 4, a significant relationship existed between Role Performance and Power Motivation. In essence, the higher the Power motive, the higher the role performance level of a volunteer Adult Leader.

TABLE 4

SUMMARY OF TESTS OF RELATIONSHIP BETWEEN ADULT LEADERS' ROLE PERFORMANCE LEVELS AND LEVELS OF MOTIVATION NEEDS USING CHI-SQUARE ANALYSIS

Title of Table	X_c	d.f	P	X_t	Remarks
Affiliation	79855	1	0.05	3.184	Not significant
Achievement	.17070	1	0.05	3.184	Not significant
Power	6.31579	1	0.05	3.184	Significant

Notes - X_c - Calculated values of chi-square
 d.f - degrees of freedom
 P - Level of confidence
 X_t - Table values of chi-square
 Remarks - Relationship is significant when $X_c > X_t$

SUMMARY OF FINDINGS

Volunteer Adult Leaders of youth clubs in Akwa-Ibom State were found to be mainly unmarried educated youths engaged primarily in formal occupations with some experience of rural life. The leaders were regularly engaged in leadership and citizenship activities to the neglect of Career (occupational) activities. Leaders were chiefly motivated by Achievement needs (in order to improve their community and to learn new things) whereas, "power" and "Affiliation" were lesser motivating needs. Constraints to leadership effectiveness included lack of finance, training opportunities and community support.

On a comparative note, non-Y.F.C leaders were found to be relatively older, lesser educated, more informally employed, more effective and highly motivated by all motivation needs than the Y.F.C. leaders, though at a non-significant level.

Significant results however, indicate the necessity to seek out informally (self) employed individuals to serve as club leaders because they are more likely to possess higher "Affiliation" (Concern for one's relationship with others) motives. However, youth club leaders must also

possess high "power" (wanting to have an influence on others) motives, in order to be effective in achieving club objectives.

CONCLUSION AND RECOMMENDATIONS

A well motivated Adult leadership is a desirous input into any result oriented youth programme. For effective youth club contribution to rural development, the effort of Teachers, youth Development and Agricultural Extension Officers (who are compelled to lead by virtue of official positions held) should be complemented by positively motivated volunteers (who are guided solely by interested).

For volunteer recruitment, the Extension service could focus on the growing pool of retired (but not tired) individuals, whose accumulated wealth of experience could positively influence the youths.

The effectiveness of these volunteers could be improved by exposing them to intermittent leadership training programmes dealing with Leadership skills developments, how to work with youths and how to secure public support and involvement in youth programmes. The training programme should however, encompass - ideal youth club activities with emphasis on career (occupational) development, in order to produce youths who are job-creators rather than job-fillers.

Effective supervision would weed out negatively motivated volunteers while encouraging positively motivated ones to ascertain and attain their goals. A correlation of individual and organisational needs would eventually help to retain volunteers.

Finally, the extension service should evolve a strategy to encourage voluntary organisations to contribute financially and materially to youth clubs, and rural development.

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