ASSESSMENT OF ORGANISATIONAL CULTURE AND BEHAVIOUR OF RESEARCH, EXTENSION AND FARMERS ORGANISATIONS IN OYO STATE, NIGERIA

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ABSTRACT

This study examined the organisational behaviour and culture of research, extension and farmers organisations in Oyo State, Nigeria. Structured interview schedule was used to collect data from 195 respondents (51 Research Officers, 69 Extension Personnel and 75 Farmers) selected through multistage sampling technique. Percentages, means and Linear Regression were used for data analysis. Results showed that the mean age, household size, work experience and annual income of the researchers were 43 years, 5 members, 10 years and ₦2,006,531.77 respectively; extension personnel were 42 years, 5 members, 12 years and ₦667,463.77 respectively while farmers were 43 years, 6 members, 18 years and ₦597,200.00 respectively. The organisational behaviours frequently exhibited were autocratic ($\bar{x} = 3.69$) for research, custodial ($\bar{x} = 3.61$) for extension and supportive and collegial ($\bar{x} = 3.74$) for farmers organisations respectively. The researchers ($\bar{x} = 3.59$) had good disposition of organisational culture while the extension personnel ($\bar{x} = 4.24$) and farmers ($\bar{x} = 4.15$) had very good disposition of organisational culture in their organisations respectively. Linear Regression showed that organisational culture of research organisation ($\beta = 0.479$; $p<0.05$), extension ($\beta = 1.05$; $p<0.05$) and farmers ($\beta = 2.636$; $p<0.01$) significantly influenced their respective organisational behaviour. The study concluded that organisational culture is an important contributor in determining the organisational behaviour of agricultural research, extension and farmers organisations in the study area. It was recommended that agricultural researchers, extension personnel and farmers should improve their organisational culture through collective capacity building and training programmes to enhance organisational behaviour in their respective organisations in the study area.

Keywords: Behaviour, culture, extension, farmers, researchers

INTRODUCTION

Lack of understanding of the importance of organisational dynamics in agricultural institutions may account for the low rate of adoption of technologies and minimal research utilization in the agricultural production systems (Smith *et al*., 2004; Adebayo, 2020). There is a growing mountain of shelved, perfected yet unutilized research outputs and there are large amounts of information getting tied up in journal publications targeted to peer groups rather than intended beneficiaries who rarely have access nor understand such publications (Kughur *et al*., 2017).

For an organisation, the employees are its basic constituent units and culture is the common value and code of conduct shared by the employees. It could provide employees with a relaxed working environment and harmonious interpersonal relationships to give full play to their ability. A corporate culture allows employees to have a sense of mission and responsibility to work towards the overall goal of the organisation. The competitiveness of enterprises is not only reflected in the technology but also in their corporate culture. A positive organisational culture can promote the healthy development of an enterprise, actively mobilize the performance of employees and make them work with more enthusiasm. Moreover, it may improve production efficiency. In short, the benefits of a positive organisational culture are self-evident. The priority of an enterprise is to increase the loyalty of its customer base. Therefore, a good corporate image must be established. In other words, a good corporate image brings good economic returns, and is dependent on good organisational culture (Tianya, 2015).

There are insufficient studies on the effect of organisational culture on organisational behaviour (Hartnell *et al*., 2011) most especially in organisations in the agricultural sector. Thus, little organisational research studies focused only on the direct impact of organisational culture on organisational behaviour (Tojari, *et al*., 2011) while scholars pay little attention to the fact that the organisational culture has a significant influence on organisational behaviour. The failure to address the influences of organisational factors such as personal characteristics, leadership styles, organisation size, job satisfaction, organisational support and commitment, among others as moderators or mediators on organisational behaviour and culture limits the potential value of the current literature.

Therefore, this study was conducted to determine the effect of organisational culture on the behaviour exhibited by research, extension and farmers' organisations in Oyo State. This could help in shaping the administrative and management strategies of agricultural institutions in developing countries like Nigeria and helping it achieve higher organisational performance, effectiveness, efficiency, productivity, quality of work life, innovation and profitability (Tojari, *et al*., 2011).

The broad objective of this study was to assess organisational culture and behaviour of research, extension and farmers organisations in Oyo State, Nigeria.

The specific objectives of the study were to

1. ascertain the personal characteristics of research, extension and farmers organisations in Oyo State, Nigeria.
2. examine the organisational behaviour exhibited by Research, Extension and Farmers organisations in Oyo State, Nigeria.
3. examine the disposition of Researchers, Extension Personnel and Farmers to their Organisational Culture in Oyo State, Nigeria.
4. determine the effect of organisational culture on organisational behaviour of Research, Extension and Farmers organisations in Oyo State, Nigeria.

The following hypothesis was formulated and tested in the null form.

H_{01}: There is no significant effect of organisational culture on behaviour of research, extension and farmers organisations in Oyo State, Nigeria.

METHODOLOGY

The study was carried out in Oyo State, Southwest, Nigeria. The state was created in 1976 with a total land area covering 27,249 square kilometres (National Agricultural Research Policy, 1995; Oyo State Diary, 2010). The ecological zone of this area is between the rainforest and mangrove forest. Agricultural sector forms the base of the overall development thrusts of the area, with farming as the main occupation of the people. It consists of thirty-two Local Government Areas, (LGAs) with four Agricultural Development Programme (ADPs) zones located at Saki, Ogbomosho, Oyo and Ibadan. It also has a distribution of agricultural research institutions which are mostly located in Ibadan, the State Capital.

Study Organisations

The organisations selected for this study were Institute of Agricultural Research and Training (IAR&T), Oyo State Agricultural Development Programme (OYSADEP) and Registered Fadama crop farmers' organisations with OYSADEP that are involved in Good Agricultural Practices (GAP) and International Institute of Tropical Agriculture Special Project on Weed Management.

The Institute of Agricultural Research and Training (IAR&T) is one of the foremost National Agricultural Research Institutes in Nigeria. It is affiliated with the Obafemi Awolowo University, Ile-Ife since 1969. It has the mandate for improved farming systems in South-West Nigeria and to research different cereals and legumes in addition to soil analysis, fertilizer use and farming systems. Also, it has intimate and regular contact with resource-poor farmers throughout the nooks and crannies of Southwestern Nigeria. It is the research coordinating institute for the Southwest zone. Its demand-driven researches and improved agricultural technologies targeted at peasant farmers are generated and disseminated to thousands of farm-families in Southwestern Nigeria and beyond. The Institute has developed effective and improved technologies including outstanding varieties of many common staples like maize, cowpea, cassava, fruit and leafy vegetables to mention a few over the years.

Oyo State Agricultural Development Programme (OYSADEP) is a rural-based agricultural development outfit established by Oyo State Edict 8 of 1989. From inception to date, OYSADEP as an agricultural extension outfit has made remarkable landmark achievements in the provision of effective agricultural extension services and complementary infrastructural facilities (e.g. dams, wells and rural roads). They have also improved the income and the standard of living of 415,030 targeted farming families in Oyo State (Olowoporoku *et al*., 2017). It is the Agricultural Extension Agency of the State Government charged with the responsibility of improving farmers' technical knowledge and skills, promoting the adoption of improved agricultural production practices along the entire value chain and provision of rural infrastructures that support agriculture. Thus, it facilitates increased agricultural production and industrialization in line with the agenda of the Government.

Sample Size Determination

The sample size which was drawn from researchers, extension personnel and farmers was determined using Slovin's Formula as described by Krejcie and

Morgan (1970). This is presented as follows:

n = ((N)/(1+N*(e)^2)) ….. *eq. 1.*

Where n = sample size 195)

N = total population (362)

e = margin of error (0.05)

However, disproportionate simple random sampling was used to select participants for researchers, extension personnel and farmers for the study.

Sampling Technique and Sample Size

A multi-stage sampling technique was used to select the respondents for the study. At the first stage, Oyo State was purposively selected from the six states in South-West, Nigeria because it houses many research institutes and the coordinating arm of Research-Extension-Farmers-Input Linkage System (REFILS) Southwest, Nigeria. At the second stage, IAR&T was purposively selected because it is the coordinating body of Research-Extension-Farmers-Input Linkage System (REFILS) and its mandate covers agricultural activities. Simple random sampling technique was used to select 51 researchers from various categories of the total population of 96 researchers in the institute. At the third stage, simple random sampling technique was used to select 69 out of the total 146 extension personnel of OYSADEP. At the last stage, four registered Fadama crop farmers' groups that are involved in Good Agricultural Practices (GAP) and International Institute of Tropical Agriculture Special Project on Weed Management in Ibadan/Ibarapa ADP Zone were purposively selected. Simple random sampling technique was used to select 75 farmers from the total 120 registered members. Table 1 below presents the statistical information regarding the estimated sample size of the researchers, extension personnel and farmers.

TABLE 1: SAMPLE SIZE OF RESPONDENTS

Respondents Category	Population (N)	Questionnaire Administered (QA)	Sample Size (SS)	(SS/N) %	(SS/QA) %
Researchers	96	60	51	53.1	85.0
Extension personnel	146	80	69	47.3	86.3
Farmers	120	80	75	62.5	93.8
Total	**362**	**220**	**195**	**53.9**	**88.6**

Source: *Field Survey, 2018*

Measurement of Variables

Organisational Behaviour construct was measured using 4 items adapted from the scale of Clarke (2016). The rating used was based on a 5-point Likert scale ranging from "Never" (1) to "Always" (5). The questions were worded to help the respondents assess the type of behavioural model their organisation operates. This was based upon the theory that organisations generally operate out of one of the four models (Cunningham and Eberle, 1990) below:

Autocratic behaviour – This depends on power, those in command have the power to demand. "You do this or else," means that an employee will obey or be penalized. The employee orientation is obedience towards the boss, not respect.

Custodial behaviour – These are welfare organisations that practice paternalism. The organisation depends on economic resources to meet the security needs of its employees which lead to dependence upon the organisation.

Supportive behaviour – This approach depends on leadership instead of power or money. Through leadership, the organisation helps employees to grow and accomplish things in the organisation.

Collegial behaviour – This is a team concept that depends upon the management building a partnership with employees.

Organisational Culture construct was measured using 10 items adapted from the scale of the DecisionWise Leadership Intelligence Organisation Culture Survey (1996; Updated, 2016). The rating used was based on a 5-point Likert scale ranging from "Poor" (1) to "Excellent (5). The DecisionWise Organisation Culture Survey measures the current organisational climate and how aligned employees are with the culture. It included questions that measured various cultural attributes that help researchers, extension personnel and farmers decide how they perform their work. The survey was completely customizable to the needs of every organisation. To check response bias, a few statements were negatively worded and later reverse-scored. The research instrument used for this study was a well-structured questionnaire with open and closed-ended questions. This was administered to the sampled participants for the study. However, Cronbach's Alpha tests of internal consistency were employed to determine the reliability of study variables. Coefficients of Cronbach's Alpha above 0.70 were accepted as adequate for the scale. The Cronbach's Alpha for the scale ranged between 0.76 and 0.84. Percentages, means and linear regression were used for data analysis.

The linear regression equation is represented in the explicit form as:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5 + e \quad \text{..... } eq.\ 2.$$

Where Y = Organisational behaviour

X_1 = Age

X_2 = Household Size

X_3 = Annual Income

X_4 = Work experience

X_5 = Organisational Culture

b_i = Coefficient (i =1, 2, 3,…, n)

a = Constant

e = Stochastic Disturbance

RESULTS AND DISCUSSION

Personal Characteristics of the respondents

Age: The results presented in Table 2 showed that majority of the researchers (70.6%), extension personnel (58.0%) and farmers (54.7%) were above 40 years old. The researchers and the farmers had a mean age of approximately 43 years respectively while the extension personnel had a mean age of approximately 42 years. The implication of this is that many of the respondents were still within the active and economically productive age bracket when they could carry out the goals and objectives of their organisation (Food and Agriculture Organization, 2019). This result is supported by the findings of Adesoji and Aratunde (2012) who reported that most researchers, agricultural extension personnel and farmers in South-Western Nigeria were in the age range of 31 to 60 years.

Household Size: The household size of the majority of the researchers (76.5%) and extension personnel (71.0%) had less than 5 members while the household size of the majority of the farmers (57.5%) had more than 5 members. The researchers and the extension personnel had a mean household size of approximately 5 members each

while the farmers had a mean household size of approximately 6 members.

Annual Income: Majority of the researchers (58.8%) had an annual income of 1,500,000 Naira. Majority of the extension personnel (66.7%) and farmers (54.6%) had an annual income of between 500,000 and 1,000,000 Naira. The researchers, extension personnel and farmers have a mean annual income of ₦2,066,531.77, ₦667,463.77 and ₦597,200.00 respectively. The result indicated the differences in the annual income of researchers, extension personnel and the farmers and by implication, their average standard of living. This might be due to the variation in their level of educational qualification, job task, security, consistency and design (Adebayo, 2016).

Work Experience: Majority of the researchers (70.6%) and extension personnel (87.0%) had work experience of less than 15 years while the majority of the farmers (56.7%) had work experience of more than 15 years. This revealed that the respondents were knowledgeable, skilled and proficient in their work duties which will positively influence their job as well as the organisation's performance and efficiency. This will also imply organisational behaviour and culture to influence employee performance and satisfaction (Robins, 2001).

Sex: Majority of the researchers (54.9%), extension personnel (68.2%) and farmers (69.3%) were males while the remaining 45.1%, 31.8% and 30.7% constituted the female researchers, extension personnel and farmers respectively. The high male to female ratio recorded in this study could imply that the agricultural sector is male-dominated (Alexanderson and Ostlin, 2001). This result is in line with the findings of Adesoji and Aratunde (2012) who reported that the extension sector is male-dominated as well as Banmeke and Ajayi (2006) who reported that there were more male researchers than female researchers in Southwestern Nigeria.

Marital Status: Majority of the researchers (74.4%), extension personnel (95.5%) and farmers (74.0%) were married. This finding supports Lopez *et al*. (2017) that majority of the adult population of any society consist of married people. Likewise, Jiménez, (2017) stated that great importance is still placed on the institution of marriage in agriculture.

Educational Level: Many of the researchers possessed Masters (45.1%) and PhD Degrees (47.1%). Majority (71.2%) of the extension personnel possessed HND/Bachelor Degree while the farmers had Primary (45.8%) and Secondary (23.6%) School Certificates. This result corroborates Serdyukov, (2017) who found out that individuals in the working class are becoming better educated and consider combining work with education as a tool for personal growth, development and social support rather than merely a means of achieving financial independence.

TABLE 2: PERSONAL CHARACTERISTICS OF RESPONDENTS

Personal Characteristics		Researchers (n = 51)	Extension Personnel (n = 69)	Farmers (n = 75)
		Percentage	**Percentage**	**Percentage**
Age (Years)	≤ 40	29.4	42.0	45.3
	≥ 41	70.6	58.0	54.7
	Mean	***43.47***	***42.43***	***43.47***
	SD	***7.49***	***5.79***	***10.52***
Household Size (Members)	≤ 5	76.5	71.0	42.5
	≥ 6	23.5	29.0	57.5
	Mean	***4.59***	***4.78***	***6.22***
	SD	***1.67***	***1.25***	***2.34***
Income per Year (₦/Year)	≤ 500,000	-	27.5	42.7
	500,000 -1,000,000	11.8	66.7	54.6
	1,000,001-1,500,000	29.4	5.8	2.7
	≥ 1,500,001	58.8	-	
	Mean	***2,066,531.77***	***667,463.77***	***597,200.00***
	SD	***979,012.40***	***213,092.95***	***246267.05***
Work Experience (Years)	≤ 15	70.6	87.0	45.3
	≥ 16	29.4	13.0	56.7
	Mean	***10.47***	***11.99***	***18.05***
	SD	***6.91***	***5.73***	***10.36***
Sex	Male	54.9	68.2	69.3
	Female	45.1	31.8	30.7
Marital Status	Married	78.4	95.5	74.0
	Not Married	21.6	4.5	26.0
Highest Education Level	Primary	-	-	45.8
	Secondary	-	-	23.6
	NCE/ND	-	9.1	8.3
	HND/Bachelor Degree	7.8	71.2	6.9
	Master Degree	45.1	16.7	-
	PhD	47.1	3.0	-
	No Formal Education	-	-	15.5

Source: *Field Survey, 2018*

Regularity of organisational behaviour exhibited by research, extension and farmers organisations in Oyo State, Nigeria

As presented in Table 3, considering the four organisational behaviour domains used in this study, autocratic ($\bar{x}$ = 3.48) organisational behaviour was found to be occasionally exhibited in the research organisation while custodial ($\bar{x}$ = 3.83), supportive ($\bar{x}$ = 3.80) and collegial ($\bar{x}$ = 3.62) organisational behaviours were found to be frequently exhibited in the research organisation. Autocratic ($\bar{x}$ = 2.97) and custodial ($\bar{x}$ = 2.81) organisational behaviours were found to be occasionally exhibited in the extension organisation while supportive ($\bar{x}$ = 4.27) and collegial ($\bar{x}$ = 4.39) organisational behaviours were found to be frequently exhibited in the extension organisation. In the farmers organisation, autocratic ($\bar{x}$ = 3.52), custodial ($\bar{x}$ = 3.80), supportive ($\bar{x}$ = 3.83) and collegial ($\bar{x}$ = 3.84) organisational behaviours were frequently exhibited.

This result implies that organisational behaviour of research, extension and farmers organisations in Oyo State, Nigeria frequently depends upon leadership instead of power or money. Through leadership,

these organisations could help their employees to grow and accomplish their tasks/responsibilities. Also, this has important concerns on the dependence upon the management and building a partnership with the employees (Clarke, 2016).

TABLE 3: ORGANISATIONAL BEHAVIOUR EXHIBITED BY RESEARCH, EXTENSION AND FARMERS ORGANISATIONS IN OYO STATE, NIGERIA

Organisational behaviour	Research (n=51)		Extension (n=69)		Farmers (n=75)	
Domain	**Mean**	**Outcome**	**Mean**	**Outcome**	**Mean**	**Outcome**
Autocratic	3.48	Occasionally	2.97	Occasionally	3.52	Frequently
Custodial	3.83	Frequently	2.81	Occasionally	3.80	Frequently
Supportive	3.80	Frequently	4.27	Frequently	3.83	Frequently
Collegial	3.62	Frequently	4.39	Frequently	3.84	Frequently
Grand Mean	**3.69**	**Frequently**	**3.61**	**Frequently**	**3.74**	**Frequently**

Source: *Field Survey, 2018*

Disposition of researchers, extension personnel and farmers to organisational culture in Oyo State, Nigeria

Results in Table 4 reveal that the researchers were well disposed to organisational culture like employees' engagement ($\bar{x}$ = 4.02), respect and fairness ($\bar{x}$ = 3.98), learning opportunities ($\bar{x}$ = 3.82), responsibility and accountability ($\bar{x}$ = 3.78) and teamwork ($\bar{x}$ = 3.67). They were also disposed to communication ($\bar{x}$ = 3.49), trust and integrity ($\bar{x}$ = 3.39), goals and strategy ($\bar{x}$ = 3.31), meaning and purpose ($\bar{x}$ = 3.25) and results orientation ($\bar{x}$ = 3.22). The extension personnel were well disposed to goals and strategy ($\bar{x}$ = 4.50), trust and integrity ($\bar{x}$ = 4.38), meaning and purpose ($\bar{x}$ = 4.38), results orientation ($\bar{x}$ = 4.32), respect and fairness ($\bar{x}$ = 4.28), employee engagement ($\bar{x}$ = 4.25), teamwork ($\bar{x}$ = 4.22), responsibility and accountability ($\bar{x}$ = 4.14), communication ($\bar{x}$ = 4.14) and learning opportunities ($\bar{x}$ = 3.79).

The farmers also were well disposed to goals and strategy ($\bar{x}$ = 4.52), learning opportunities ($\bar{x}$ = 4.50), results orientation ($\bar{x}$ = 4.23), teamwork ($\bar{x}$ = 4.23), trust and integrity ($\bar{x}$ = 4.17), meaning and purpose ($\bar{x}$ = 4.15), employee engagement ($\bar{x}$ = 4.15), respect and fairness ($\bar{x}$ = 4.01), responsibility and accountability ($\bar{x}$ = 3.92) and communication ($\bar{x}$ = 3.89).

This result implies that researchers, extension personnel and farmers in Oyo State, Nigeria, are disposed to treating themselves with respect, accountable to others and results oriented. They were also disposed in setting high expectations for their team's performance and openly talk about what needs to be done to be more effective. They trust their supervisor(s) and this help the employees understand how their work is important to the organisation thereby creating a positive and energizing workplace environment. These organisations communicate well with all employees about what is going on. This, in turn, makes the vision and goals of the organisation more important to the employees. Researchers, extension personnel and farmers in their organisations receive the training they need to carry out their job effectively and differently (DecisionWise Leadership Intelligence Organisation, 1996; 2016).

TABLE 4: DISPOSITION OF RESEARCHERS, EXTENSION PERSONNEL AND FARMERS TO THEIR ORGANISATIONAL CULTURE

Organisational Culture Domain	Researchers (n=51)		Extension Personnel (n=69)		Farmers (n=75)	
	Mean	Outcome	Mean	Outcome	Mean	Outcome
Respect and Fairness	3.98	Very Good	4.28	Very Good	4.01	Very Good
Responsibility and Accountability	3.78	Very Good	4.14	Very Good	3.92	Very Good
Results Orientation	3.22	Good	4.32	Very Good	4.23	Very Good
Teamwork	3.67	Very Good	4.22	Very Good	4.23	Very Good
Meaning and Purpose	3.25	Good	4.38	Very Good	4.15	Very Good
Communication	3.49	Good	4.14	Very Good	3.89	Very Good
Goals and Strategy	3.31	Good	4.50	Excellent	4.52	Excellent
Learning Opportunities	3.82	Very Good	3.79	Very Good	4.50	Excellent
Trust and Integrity	3.39	Good	4.38	Very Good	4.17	Very Good
Employee Engagement	4.02	Very Good	4.25	Very Good	4.15	Very Good
Grand Mean	**3.59**	**Good**	**4.24**	**Very Good**	**4.15**	**Very Good**

Source: *Field Survey, 2018*

Test of Hypothesis

Table 5 presents the multiple regression analysis, showing the effect of organisational culture on organisational behaviour of research, extension and farmers organisations in Oyo State, Nigeria. The personal characteristics of respondents and organisational culture were used as explanatory variables. The result indicated that organisational culture were significant and positively correlated to the association with multiple coefficients of correlation (R-value) being 0.559, 0.724 and 0.803 respectively.

Similarly, the variation in collaboration that was accounted for by the personal characteristics of Researchers, Extension Personnel and Farmers' organisational culture were 46.2%, 51.5% and 60.2% respectively. The results presented showed that at $p < 0.05$, researchers' organisational culture ($\beta = 0.479$) significantly influenced organisational behaviour. This means that for every one percent increase in researchers' organisational culture, it is expected that organisational behaviour would increase by an average of 47.9%. At $p < 0.05$, the extension personnel' organisational culture ($\beta = 1.05$) significantly influenced organisational behaviour. This means that for every one percent increase in extension personnel' organisational culture, it is expected that organisational behaviour would increase by an average of 105% while at $p < 0.01$, the farmers' organisational culture ($\beta = 2.636$) significantly influenced organisational behaviour. This means that for every one percent increase in extension farmers' organisational culture, it is expected that organisational behaviour would increase by an average of 263.6%. This indicated that organisational culture is the key determinant of organisation behaviour and an important variable to be properly examined to encourage strong group effort amongst the research, extension and farmers in the study area. This finding can

be explained with Ghosh and Srivastava (2014) who stated that during the organisational establishment and development, a specific kind of organisational culture appears to improve solidarity and cohesion, stimulate employees' enthusiasm and creativity to improve the organisation's economic efficiency.

However, the high F-value indicated that the null hypothesis should be rejected. In other words, the alternative hypothesis is compatible with the observed data. Also, the Standard Error of Estimate measured the variation of the observable made around the computed regression line. The small value of Standard Error of Estimate showed that the dots are closer to the regression line and this brings about a better estimate based on the equation of the line. In an attempt to predict human behaviour, R-square values of the models are lower than 50%. This is because humans are simply harder to predict than physical processes (Frost, 2019).

TABLE 5: EFFECT OF ORGANISATIONAL CULTURE ON ORGANISATIONAL BEHAVIOUR OF RESEARCH, EXTENSION AND FARMERS ORGANISATIONS IN OYO STATE, NIGERIA

Variables	Research		Extension		Farmers	
	B	t-value	β	t-value	B	t-value
Constant	71.245	4.717	46.714*	2.335	-24.764*	- 1.874
Age	- 0.106	- 0.325	0.132	0.347	0.072	0.517
Household Size	0.415	0.521	- 1.002	- 0.695	0.493	0.855
Annual Income	1.574	0.481	- 6.174	- 0.779	- 0.466	- 0.086
Work Experience	- 0.057	- 0.131	- 0.105	- 0.319	- 0.07	- 0.483
Org. Culture	0.479*	1.703	1.05*	2.819	2.636**	9.572
R value	0.559		0.724		0.803	
R Square value	0.462		0.515		0.602	
SE of Estimate	9.391		11.832		10.578	
F value	10.743		22.229		20.309	
Sig.	0.003		0.004		0.000	

***Source**: Field Survey, 2018* *Note:* ** = ($\alpha_{0.01}$); * = ($\alpha_{0.05}$)

Dependent Variable: Organisational Behaviour

CONCLUSION AND RECOMMENDATIONS

The study examined and made contributions to research by revealing the organisational behaviour and culture of research, extension and farmers organisations in Oyo State, Nigeria. Supportive and collegial behaviours were frequently exhibited in the research, extension and farmers' organisations respectively. The researchers, extension personnel and farmers were well disposed to their respective organisational cultures. Furthermore, organisational culture was the main positive contributor in determining the organisational behaviour of agricultural research, extension and farmers organisations in the study area.

Based on the findings of this study, it was recommended that the Research, Extension and Farmers' organisations should treat culture as the organisations' immune system through collective capacity building and training programmes to enhance organisational behaviour in their respective organisations.

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