



# THE LEVEL OF JOB PERFORMANCE FOR MANAGERS OF AGRICULTURAL DEPARTMENTS AND DIVISIONS FROM THE POINT OF VIEW OF AGRICULTURAL EMPLOYEES IN THE PROVINCE OF NINEVEH AND ITS RELATIONSHIP TO SOME VARIABLES

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## Abstract

The research aimed to determine the level of job performance of managers of agricultural departments and divisions and its relationship to their leadership competence from the point of view of agricultural employees in Nineveh Governorate in general. As well as arranging the areas of job performance for managers of agricultural departments and divisions according to its priority, as well as identifying the correlation between each level of job performance for managers of agricultural departments and divisions in Nineveh Governorate from the viewpoint of agricultural employees and each of the following independent variables (age, gender, academic achievement, social status Work location, length of employment, title, direction of work, leadership qualifications. To measure the job performance of the directors of the agricultural departments and divisions affiliated to it from the point of view of the agricultural staff, the researcher used the comprehensive sample method as the study sample included all agricultural employees only in the Nineveh Agricultural Directorate and the divisions affiliated to it, and thus the research sample consisted of the agricultural staff who number (367) agricultural employees were excluded (30) employees of them were included in the stability sample, and thus the main research sample consisted of (337) agricultural employees. The results of the research showed that the level of job performance of managers of agricultural departments and divisions in Nineveh Governorate in general was high. The researcher concluded that the managers carry out their work and their job tasks to the fullest extent without any deficiency and satisfactorily according to the results of the current research, in addition to the managers having good experiences and skills in the field of their job performance and this therefore reflects on their high performance in managing their job work.

**Key words :** level of performance, managers, agricultural employees.

## Introduction

Agriculture is of utmost importance for all countries, whether developing or advanced, as it is one of the vital sectors and one of the pillars of economic and social development in many countries, and it is a source of food and raw materials and absorbs a large proportion of the workforce, and also contributes to providing inputs to many industries, and also contributes In obtaining financial resources through the return on exports of agricultural commodities (Nafi ‘, 2014: 190). Thus, agricultural extension has become one of the most important ways of agricultural development in the agricultural sector and its workers, whereby agricultural extension transmits the

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results of agricultural research and innovations to farmers in order to raise the standard of living of farmers, thereby promising to increase agricultural productivity, reduce costs and solve many agricultural productivity problems, and thus agricultural extension has become a pillar It is one of the pillars of agricultural development as the main channel for transferring the results of agricultural research and modern technology methods into practice (Irshaidat, 2010: 5, 9). Thus, agricultural extension is an important tool of agricultural development tools that are seen as the development of production and productivity of land, work and head. Money (Abdullah, 2003: 45). In the light of modern concepts, extension management performs a set of functions, events, and activities for planning, coordination, follow-up, evaluation, communication, and

other functions as well as cooperative work among all its employees in order to achieve the goals sought by the extension agency (Al-Salhi and Al-Mashhadani, 2012: 37). The human resources represented by management and employees is the controller in how to use and exploit the material elements available to the organization, and the efficiency of any organization is measured by the efficiency of the individuals working in it, which made the right entrance to raise the efficiency of organizations is to work to raise the efficiency of human resources in them (Al-Tounoubi *et al.*, 1995: 181 ). In order for managers to be able to perform their duties to the fullest extent, good care must be taken of the tasks being used and organized and avoid time wastes and work to prioritize and start from the most important, in addition to adhering to one system and specific procedures to control work, and relying on the delegation of simple routine tasks in which it is easy to make decisions, And giving the opportunity to discuss with the subordinates to know the difficulties and problems facing them and not neglecting the Shura with them because it is better to think of multiple minds than those who think with his mind alone (Al-Shehri, 2012: 40). The success of workers in these tasks entrusted to them requires possessing a number of skills and characteristics, and the efficiency of the successful manager depends to a large extent on his knowledge, familiarity and persuasion with productive recommendations and his ability and skills in applying and communicating it to farmers (Arab Organization for Agricultural Development, 1997: 11). In addition to the extent of his desire to do this work and the availability of the necessary means for his success in it, while emphasizing that the incompetent manager who does not have the mental and personal ability is not only a burden on indicative work, but will leave a bad and negative impact on the career work in general (Ismail, 2005: 5). Radhakrishna *et al.*, 1994) emphasized that the leadership role of workers in the administrative and extension field has become an increasingly critical component in the successful performance of agricultural extension programs, and as a result of the above, and of the critical importance and important role that the manager plays in the extension system and its development, the need has become urgent To an effective manager who is competent, experienced and knowledgeable in his field of work, in addition to the availability of a set of leadership competencies that constitute his ability to carry out activities, operations and procedures that fall within the framework of his mission and that makes him eligible to lead the guidance system well and unconventional. In this regard (Linders, 2001) mentioned that there is a firm relationship between job

performance and leadership competencies, that is, there is a positive and close correlation between job performance and leadership competencies as they are critical and important factors that contribute to raising levels of individual and organizational performance, on the other hand mentioned (2004 Liles and Mustian, ), That the leadership competencies that any department head should possess are more difficult than their administrative counterparts because the leading person must have a vision through which he determines where he wants to reach (Muhammad and Mansur, 2011: 882). For this reason, the performance of managers and heads of departments is an important element in the behavior of the agricultural extension organization, as the success of agricultural extension organizations depends mainly on the ability of the extension leader to exploit and manage the available resources in an optimal way. The good manager understands the importance of farmers in achieving the goals of extension services and works to motivate them to achieve those Objectives As it has become commonplace that effective organizations and departments require effective leadership and management, and if this is not available, job performance will be severely affected by Durbin, AJ., 2007: 5). Therefore, the importance of this issue is highlighted to know the level of performance of the managers of agricultural divisions and divisions and the goals they achieve within the agricultural department, as the availability of leadership competencies with the manager will reflect positively on the level of his performance within the department and therefore they will be able to transfer the guidance message to farmers with accuracy and high efficiency.

### **Research objective**

1. Determining the level of job performance of the managers of agricultural departments and divisions in the Nineveh Agricultural Directorate and its affiliated divisions from the point of view of agricultural employees, and this will be done through:
  - A. Determine the level of job performance of the managers of agricultural divisions and divisions in the Nineveh Agricultural Directorate and its divisions from the point of view of agricultural employees in general.
  - B. Arranging the fields of job performance for the managers of agricultural departments and divisions according to their priority from the point of view of agricultural employees.
  - C. Arranging the paragraphs for each field of the job performance of agricultural division directors and divisions from the point of view of agricultural

employees according to their priority.

2. Knowing the correlation between each degree of job performance for managers of agricultural departments and divisions in Nineveh governorate from the point of view of agricultural employees and each of the following independent variables (age, academic achievement, work location, length of employment, and job title).

### Materials and Methods

The research community included all agricultural employees in the Nineveh Agriculture Directorate and its 1350 people, and to measure the job performance of the directors of agricultural departments and divisions of it from the point of view of agricultural employees, the researcher used the comprehensive sample method where the study sample included all agricultural employees only in the Agricultural Directorate Nineveh and the people affiliated with it. Thus, the research sample consisted of the agricultural employees who number (367) agricultural employees. (30) employees were excluded from them, which included the stability sample. Thus, the main research sample consisted of (337) agricultural employees. The researcher used the questionnaire as a tool to collect information related to the subject of the study due to its relevance to the research methodology used, as the questionnaire is an appropriate tool for obtaining information, data and facts related to the study and because it gives more objective data than other methods of data collection to achieve the goals of the study (Melhem, 2010). An exploratory random sample of (30) employees was chosen, distributed to the Nineveh Agricultural Directorate and its affiliated people. The survey sample was excluded from the basic research sample, and to ensure the content of the scale was validated. The researcher also presented the questionnaire to a group of experts from the College of Administration and Economics, Department of Business Administration at the University of Mosul And the University of Baghdad to show their views on the questionnaire, as a set of paragraphs has been modified and added to the job performance scale and accordingly the number of paragraphs of the job performance scale for managers of agricultural departments and divisions has become (51) paragraphs, and the value of the stability factor for the scale of job performance in its five fields has reached (0.93) It is shown in table 7 and the scale is considered stable if the value of its stability factor is more than (0.70) (Muhammad, 1988: 67).

### Research tools

#### Measuring the independent variables

A special questionnaire has been prepared to identify

some of the variables related to agricultural employees in the research area, which are (age, gender, marital status, academic achievement, job title, work location, duration of employment, career orientation toward work, leadership qualifications) and these were measured The variables are as follows:

1. Age: This variable was measured by the number of years, which is the age of the respondent during the data collection process.
2. Academic achievement: This variable was calculated by allocating numerical codes which are (1, 2, 3, 4, 5) according to the following levels (Preparatory Agriculture, Technical Diploma for Graduate of Agricultural Institutes, Bachelor of Agriculture, Master of Agriculture, Doctor of Agriculture) respectively.
3. Job Title: This variable was calculated by allocating numerical codes, which are (1, 2, 3, 4, 5, 6) according to the following levels (agricultural controller, agricultural guide, assistant agricultural engineer, agricultural engineer, chief engineer, other mention).
4. Work location: This variable was calculated by allocating numerical codes which are (1, 2, 3), respectively, according to alternatives (district center, district center, city center).
5. Duration of job service: This variable was measured by the number of years in which the employee exercised his position until the time of conducting the research.

#### Measuring the performance of agricultural division directors and divisions from the point of view of agricultural employees

A special scale has been prepared to measure the job performance of managers of agricultural departments and divisions in the Nineveh Agricultural Directorate and the people affiliated to it. This scale may consist of (51) paragraphs divided into six areas which are (organization of work, career planning, implementation of job work, supervision and follow-up, work evaluation Employment, Administrative Communications) as shown in table 6. Paragraphs of areas related to job performance were prepared after the researcher was briefed on the literature, scientific sources, previous studies, research and some personal interviews related to the subject of the research. Thus, paragraphs of areas of job performance were defined for managers of agricultural departments and divisions in the Agricultural Directorate of Nineveh and the people affiliated with its initial form and it is (60) paragraphs distributed On six areas, each of them has a five-order scale (1, 2, 3, 4, 5) where (1) represents a low

level of performance while 5 represents a high level of performance. Thus, the theoretical range of job performance ranged between (51-255) degrees.

### Results and Discussion

The first objective: Determining the level of job performance for managers of agricultural departments and divisions in the Nineveh Agricultural Directorate and its divisions from the point of view of agricultural employees, and this will be done through :

A- Determining the level of job performance of the directors of agricultural departments and divisions in the Nineveh Agricultural Directorate and its subordinate branches from the viewpoint of agricultural employees in general.

The categories were divided according to the theoretical extent and the length of the category if the lowest value of the grades expressing the level of job performance = 51 while the highest value of the grades expressing the level of job performance = 255 with an arithmetical average of (194.338), with a standard deviation of (39,890), thus determining the category The first level of performance of managers of agricultural departments and divisions with low performance (51-118) degrees, while the second category of performance level of managers of agricultural departments and divisions with average performance reached (119-186) degrees, while the last category of the level of performance of managers of agricultural departments and divisions with high performance (187) or more. As shown in table 8.

It is clear from the above table that (21) of agricultural employees represent (6,231%) believe that the job performance of agricultural division directors and divisions is low while (92) of agricultural employees represent (27.300) believe that the job performance of agricultural division directors and divisions is average, either (224) of Agricultural employees representing (66.469) believe that the job performance of agricultural division directors and divisions is high as this result shows that the job performance of agricultural division directors and divisions is high and this indicates managers have good experiences and have an understanding of the functional and administrative work they perform and their knowledge of the importance of time and accuracy in completing the assigned job work To them. The results of this study differed with the study of (Khalil and others, 2008), Al-Bayati (2016), Al-Baidani (2012) and Gafta (2007) if their results showed that the level of performance was average tending to rise.

B. Arranging the areas of job performance for

agricultural division directors and divisions from the point of view of agricultural employees according to their priority.

As the results show that the field that won the first rank during the arrangement of the fields of job performance for managers of agricultural departments and divisions is (Supervision of the work and its followers). This indicates that the managers supervise them and follow them to work accurately, and that they have complete information and conceptions of job jobs related to their businesses or divisions in Nina Agriculture Directorate. The second place came in the field of administrative communications according to the arrangement of the areas of job performance for managers of agricultural departments and divisions from the point of view of agricultural employees with an arithmetic average (34,881) and a percentage weight (77,513). Between the various departments in the same administrative institution and take the form of advice, dialogue and exchange of views and listen to different views of coordination of work) and vertical communications (between the subordinates to the president and take the form of opinions, reports, research, complaints and suggestions). While the field of business organization and job tasks came in the last rank with an average arithmetic (22.744) and a percentage weight (72.135), the reason may be that the manager has more interest in other administrative and functional matters than business organization, since agricultural employees have knowledge of the tasks assigned to them as a daily routine for work. The results of this study on the study of the gesture (2007) if the results of his study show that the level of planning organization came in the first place.

C. Arranging the paragraphs for each field of the job performance of agricultural division directors and divisions from the point of view of agricultural employees according to their priority.

Table 1, 2 shows that the paragraph that ranked first during the arrangement of the paragraphs of the areas of job performance for managers of agricultural departments and divisions from the point of view of agricultural employees in the field of business organization and job tasks is (possesses sufficient capacity to improve the workflow by removing all obstacles) With an average arithmetic average of (3.836) and a percentage weight (76,720), this may be due to the fact that managers have the ability to remove obstacles and obstacles facing agricultural employees in agricultural departments or divisions in the Nineveh Agricultural Directorate because of their expertise, skill and ability to overcome problems faced by their employees. While finding the simplest

**Table 1:** Shows the level of job performance of agricultural division directors and divisions From the standpoint of agricultural staff.

S.No.	Level of performance	Number	%	Mean of performance	The mean	S.TD
1	(118-51)LOW	21	6.231	93.095	194.338	39.890
2	(186-119) (medium)	92	27.300	162.804		
3	(187) High	224	66.469	216.781		
Total		337	100			

**Table 2:** Arrangement of the fields of job performance for managers of agricultural departments and divisions from the point of view of agricultural employees according to their priority.

Dimension of performance	Mean	Number of paragraphs	Maximum degree	Centenary weight	Rank
Supervising and following up on work	45.836	8	40	78.648	1
Administrative Communications	34.881	9	45	77.513	2
Business evaluation and job tasks	31.459	8	40	76.400	3
Business planning and career tasks	30.560	12	60	76.393	4
Carrying out job and job tasks	28.854	6	30	75.813	5
Business organization and job tasks	22.744	8	40	72.135	6

solutions to it. As for the paragraph that won the last rank during the arrangement of the paragraphs of the areas of job performance for managers of agricultural departments and divisions from the point of view of agricultural employees in the field of business organization and job tasks are (uses the financial resources available to him in a wise manner) with an average of (3.498) and weight Percentage (69.960) This may be due to the lack of financial resources available to the manager due to insufficient financial support provided by the relevant higher authorities and thus the possibilities are limited This is very in his hand.

Table 2.2 shows that the paragraph that ranked first during the arrangement of the paragraphs of the areas of job performance for managers of agricultural departments and divisions from the point of view of agricultural employees in the field of business planning and job tasks is (explains the importance of agricultural extension programs for workers with him before starting it) with an average (3.919) and percentage weight (78,380). This may be due to the fact that the manager participates with agricultural employees in making decisions and discussing job careers before starting them in order to be careful in facing future obstacles. As for the paragraph that won the last rank during the arrangement of the paragraphs of the areas of job performance for managers of agricultural departments and divisions from the point of view of agricultural employees in the field of business planning and job tasks is (puts the work plan within the available resources and capabilities) with an average arithmetic (3.700) and a percentage weight (74,000) and

may return The reason for this is that the manager develops the plan according to what he deems appropriate and is not within the capabilities and resources of being knowledgeable and aware of every work and program in place according to what is permitted to do due to the existing conditions

From table 2.3, it appears that the paragraph that ranked first during the arrangement of the paragraphs of the areas of job performance for managers of agricultural departments and divisions from the point of view of agricultural employees in the field of business implementation and job tasks is (possesses the skill in implementing the work plan with agricultural employees) with an average of (3,833) and a percentage weight (76,660). The reason for this may be that he possesses the ability, ability, and experience to implement the work plan with the help of agricultural employees in agricultural departments or divisions in the Nineveh Agricultural Directorate. As for the paragraph that won the last rank during the arrangement of the paragraphs of the areas of job performance for managers of agricultural departments and divisions from the point of view of agricultural employees in the field of carrying out business and job tasks is (diagnoses the problems that occur during the implementation of job and job tasks and arranging them according to their importance) with an arithmetic average (3.688) and a percentage weight (73.760) The reason for this may be due to his lack of presence during the implementation of the job tasks due to his preoccupation with the many job assignments assigned to him

From table 2.4, it is clear that the paragraph that

**Table 2.1:** Clarifies the arrangement of the field clauses (organizing business and job tasks) for agricultural division directors and divisions from the point of view of agricultural employees.

<b>Business organization and job tasks</b>	<b>Weighted mean</b>	<b>Celsius weight</b>	<b>Rank</b>
It has sufficient ability to improve workflow by removing all obstacles.	3.836	76.720	1
It depends on a meeting schedule and commitment to it.	3.798	75.960	2
It works on impartiality in the distribution of workloads for agricultural employees.	3.759	75.180	3
Organizes and manages agricultural extension activities entrusted to agricultural employees.	3.635	72.700	4
He coordinates with other external agricultural organizations to conduct the work.	3.626	72.520	5
It coordinates with the directors of other agricultural departments and divisions	3.596	71.920	6
He works to form committees to distribute tasks to agricultural employees.	3.554	71.080	7
He uses the financial resources available to him in a wise way.	3.498	69.960	8

\* Maximum score 5.

**Table 2.2:** Arranging the paragraphs of the field of business planning and job tasks for agricultural division directors and divisions from the point of view of agricultural employees.

<b>Business planning and career tasks</b>	<b>Weighted mean</b>	<b>Celsius weight</b>	<b>Rank</b>
Explains the importance of agricultural extension programs for those working with him before starting it.	3.919	78.380	1
It works to determine the requirements to complete the work.	3.902	78.040	2
It identifies problems and needs after the job fact analysis process.	3.863	77.260	3
It works to involve agricultural employees in preparing the work plan.	3.857	77.140	4
He arranges career jobs according to their priority.	3.845	76.900	5
Has the ability to define action steps in order	3.822	76.440	6
It has the ability to dialogue and offer opinions while developing an action plan.	3.816	76.320	7
Explains the importance of the agricultural project with agricultural employees before starting it.	3.810	76.200	8
Provides special supplies for the implementation of extension activities and functional work in the targeted areas.	3.801	76.020	9
Determines the time period required to complete the guiding tasks.	3.789	75.780	10
Specifies the sources of information and data for the completion of the work	3.750	75.000	11
It places the business plan within the available resources and capabilities.	3.700	74.000	12

\* Maximum score 5.

**Table 2.3:** Arranging field paragraphs (implementation of jobs and job tasks) for agricultural division directors and divisions from the point of view of agricultural employees.

<b>Carrying out job and job tasks</b>	<b>Weighted mean</b>	<b>Celsius weight</b>	<b>Rank</b>
He has the skill in implementing the work plan with the agricultural employees.	3.833	76.660	1
It provides an opportunity for agricultural staff to discuss when carrying out business and job tasks.	3.830	76.600	2.5
He always participates in the meetings and meetings that take place in the department in order to accomplish the tasks assigned to him.	3.830	76.600	2.5
They seek the help of specialists and extension researchers to benefit from their experiences during the implementation of job tasks.	3.804	76.080	4
He is keen to apply safety and security rules in the work environment	3.797	75.940	5
He diagnoses the problems that occur during the execution of the tasks and job tasks and arranging them according to their importance.	3.688	73.760	6

\* Maximum score 5.

**Table 2.4:** Arranging field paragraphs (business and job assignments evaluation) for agricultural division directors and divisions from the point of view of agricultural employees.

<b>Business evaluation and job tasks</b>	<b>Weighted mean</b>	<b>Celsius weight</b>	<b>Rank</b>
The mistakes of the agricultural employees are corrected while carrying out the tasks assigned to them.	3.899	77.980	1
It evaluates the special methods used during the implementation of the work.	3.887	77.740	2
It works to make a final evaluation at the end of the work.	3.851	77.020	3
Previous evaluation results are used to evaluate the work.	3.848	76.960	4
The performance efficiency criterion is observed when granting (material-moral) incentives to agricultural employees.	3.807	76.140	5
It is fair in allocating responsibilities and tasks to agricultural employees.	3.798	75.960	6
Be careful to conduct an initial evaluation before starting work.	3.789	75.780	7
It is characterized by fairness and impartiality when applying the accounting and accountability system for agricultural employees.	3.747	74.940	8

\* Maximum score 5.

**Table 2.5:** Arranging field paragraphs (supervising and following up work) for agricultural division directors and divisions from the point of view of agricultural employees.

<b>Supervising and following up on work</b>	<b>Weighted mean</b>	<b>Celsius weight</b>	<b>Rank</b>
It obliges its employees to complete the work reports with the deadlines specified for each stage of the work.	4.008	80.160	1
It follows specific steps in accomplishing the work assigned to it according to the plan.	3.994	79.880	2
It follows the workflow steps to finish it on time.	3.976	79.520	3
It audits and reviews work steps after its implementation.	3.949	78.980	4
Oversees the achievement of the final results of the work.	3.916	78.320	5
He is constantly present with agricultural employees in the workplace.	3.893	77.860	6
He follows the democratic method of making decisions in the job jobs he supervises.	3.833	76.660	7
Believes in the principle of self-control by agricultural employees, not convincing them of the tasks assigned to them.	3.430	68.600	8

\* Maximum score 5.

**Table 2.6:** Arranging the paragraphs of the field (Administrative Communications) for agricultural division directors and divisions from the point of view of agricultural employees.

<b>Administrative Communications</b>	<b>Weighted mean</b>	<b>Celsius weight</b>	<b>Rank</b>
Interested in communicating the opinions and proposals of agricultural staff to higher levels.	4.044	80.880	1
He has flexibility in dealing with employees coming from other departments (inside and outside the city).	3.997	79.940	2
It follows the method of direct meetings with agricultural employees to convey general directions.	3.976	79.520	3
It delivers solutions to agricultural employees in the event they encounter work problems.	3.973	79.460	4
It follows the policy of the open door (that is, it allows agricultural employees who have a problem to seek refuge in his office without making previous appointments).	3.970	79.400	5
Overcomes the obstacles that hinder communication to get work done on time.	3.931	78.620	6
It takes into account the times and conditions of the agricultural employees when requesting to meet them.	3.898	77.960	7
He works to contact agricultural employees of other divisions continuously.	3.851	77.020	8
It provides communication technology systems that help agricultural employees to carry out their job.	3.730	74.600	9

Maximum score 5.

**Table 3:** Shows the correlation between the job performance of agricultural division directors and divisions and a set of independent variables for research.

Sig	0.05 0.01	The value of chi Square	Standard deviation	Mean	%	Numbers	Categories	Independent variable
Sig	0.05	22.260	0.77059	1.6944	49.6	167	28-39	Age
					31.5	106	40-51	
					19.0	64	52-63	
Sig	0.050.01	50.938			11.6	39	Prep	Level of education
					17.5	59	Agricultural Technical Diploma	
					51.9	175	BA	
					18.4	62	M.A.	
					6	2	Ph.D.	
Sig	0.050.01	20.998			39.5	133	Hand center	Work site
					15.7	53	Judicial center	
					44.8	151	Governorate Center	
Not sig	0.05	6.532	0.54067	1.2819	76.3	257	3-15 year	Duration of employment
					19.3	65	16-28 year	
					4.5	15	29-41 year	
Not sig	0.05	43.422			2.4	8	Agricultural controller	Career Title
					18.4	62	Agricultural guide	
					43.3	146	Agricultural engineer	
					4.2	14	Chief agricultural engineer	
					7.1	24	Senior agricultural engineer	
					13.4	45	Senior agricultural engineer	
					2.4	8	Agricultural extension chief	
					5.0	17	Associate Chief Agricultural Engineer	
					3.9	13	Senior agricultural extension chief	

ranked first during the arrangement of the paragraphs of the areas of job performance for managers of agricultural departments and divisions from the point of view of agricultural employees in the field of assessing business and job tasks is (it is correct to mistake agricultural employees during carrying out the tasks assigned to them) with an average of (3,899) and weight percentile (77,980) may be due to the manager's ability to correct mistakes and direct agricultural employees during an error in the business and career tasks assigned to them because of his good communication with them and influencing them effectively. As for the paragraph that won the last rank during the arrangement of the paragraphs of the areas of job performance for managers of agricultural departments and divisions from the point of view of agricultural employees in the field of assessing business and job tasks is (characterized by justice and impartiality when applying the accounting and accountability system for agricultural employees) with an average score of (3.747) and a percentage weight (74.940) This may be due to his inability to hold agricultural officials accountable due to the rule of human relations that bind him with them, in

addition to the prevailing customs, especially in the agricultural divisions that exist in the areas and districts of the province.

Table 2.5 shows that the paragraph that won the first rank during the arrangement of the paragraphs of the areas of job performance for managers of agricultural departments and divisions from the point of view of agricultural employees in the field of work supervision and follow-up is (it obliges its employees to finish work reports with the dates specified for each stage of the work) With an average arithmetic average (4.008) and a percentage weight (80,160), the reason for this may be due to the manager's respect for time and that he is continuously monitoring the work of agricultural employees in order to complete the tasks and job tasks assigned to him in the specified time. As for the paragraph that won the last rank when arranging the paragraphs of the areas of job performance for managers of agricultural departments and divisions from the point of view of agricultural employees in the field of supervising and following up on work (he believes in the principle of self-

control among agricultural employees, not convincing them of the tasks assigned to them) with an average arithmetic (3.430) and a percentage weight (68,600) This may be due to the fact that he does not follow the system of self-monitoring, but rather follows up the work of the agricultural staff himself in order to complete the progress of the job duties assigned to them.

Table 2.6 shows that the paragraph that ranked first during the arrangement of the paragraphs of the areas of job performance for managers of agricultural departments and divisions from the point of view of agricultural employees in the field of administrative communication is (interested in communicating the views and proposals of agricultural staff to higher bodies) with an average of (4.044) and weight Centennial (80,880) This may be due to his interest in the problems of his agricultural employees and taking into account their job conditions by finding solutions to their problems by delivering the problems to higher destinations. As for the paragraph that won the last rank when arranging the paragraphs of the areas of job performance for managers of agricultural departments and divisions from the point of view of agricultural employees in the field of administrative communications is (provides communication technology systems that help agricultural employees to carry out their job) with an average of (3.730) and a percentage weight (74,600) The reason for this may be due to the lack of sufficient capabilities and techniques to communicate to agricultural employees due to the lack of resources and capabilities in the directorate or agricultural divisions.

**The second objective: To identify the correlation between each degree of job performance for managers of agricultural departments and divisions in Nineveh Governorate from the viewpoint of agricultural employees and each of the independent variables included in the study**

### Age

Age was divided into three categories according to the range and length of the category where the highest value = 63, while the lowest value = 28 Table 14 shows the distribution of agricultural employees according to age, as it appears from the table below that agricultural employees with small ages (28-39) years (167) agricultural employees represented (49.6%), while the number of agricultural employees with average ages (40-51) years reached (106) agricultural employees representing (31.5%), while employees with large ages (52-63) years reached (64) Agricultural employee representing (19.0%). To learn about the correlation about the level of performance of agricultural departments and divisional

directors in the Nineveh Department of Agriculture, age groups, it was noted that the calculated value of the statistical laboratory square Kay Square (22.260) is greater than the tabular value at the level of (0.05) and thus we will reject the null hypothesis H0 and accept the hypothesis Alternative H1, and this indicates that there is a correlation between them, that is, the age groups depend on each other about the level of performance of the directors of agricultural departments and divisions in the Nineveh Agriculture Directorate, and the reason for this may be that the age group of young agricultural employees is more impulsive to work and creativity than others and therefore have a look at A mechanism for managers to perform their administrative tasks. This result differed with Al-Bayati study (2016). The study of the duck (2006).

### Level of education

The respondents were classified into five categories according to the variable of academic achievement, where the results showed that the agricultural employees of the middle school certificate holders numbered (39) representing (11.6%) while the agricultural employees of the agricultural technical diploma holders numbered (59) representing (17.5%) and that The vast majority of respondents were holders of a bachelor's degree, where they numbered (175), representing (51.9%), while the master's degree holders of the respondents numbered (62), representing (18.4%), while the number of doctoral degree holders reached (2), representing (6%).

And to find the correlation between the variable of academic achievement and the level of job performance of the directors of agricultural departments and divisions, as the results showed a significant relationship between them, by comparing the calculated value of the Square Square, which amounted to (50.938), which was greater than the tabular value of the Square Square at the level of significance (0.05 and 0 Therefore, the null hypothesis H0 and the acceptance of the alternative hypothesis H1 will be rejected, and this indicates a significant correlation between the levels of academic achievement and the level of performance of agricultural departments and divisional directors in the Nineveh Department of Agriculture, i.e. the adoption of academic levels among themselves about the level of performance, and this is due to The nature of the administrative tasks required to be implemented in the organization is defined and governed by many regulations, laws and methods of work, it is possible that they are performed by individuals who are different in their educational achievement and therefore have sufficient knowledge in assessing the performance of the manager. This finding was consistent with the Gesture study (2007).

### 3. The work site

The respondents were classified according to their position in the work to three centers, as it was found that the respondents working in the Al-Nahiya Center constitute (39.5%), where their number reached (133) of the total number of the study community, as it was found that the respondents working in the judicial center reached their number (53) represent (15.7%) of the total number of respondents, while the number of respondents working in the governorate center (151) represents (44.8%) of the total number of respondents.

And to determine the correlation between the work site in the district, the district, or the governorate center about the level of performance of directors of agricultural departments and divisions in the Nineveh Department of Agriculture, where the results showed that the calculated value of the Cai Square (20.998) was greater than the tabular value at a significant level (0.05 and 0.01) In this way, we will reject the null hypothesis  $H_0$  and accept the alternative hypothesis  $H_1$ , and this indicates the existence of the correlation between the district, the district, the governorate center, and the level of performance of the directors of agricultural departments and divisions in the Nineveh Agricultural Directorate, and the reason for that is that if the work site is close, the employee's performance and commitment is more than In terms of time, and therefore he has the ability to know and evaluate the performance of the manager because he is in contact with events throughout the time and whenever the work site is far away, this is reflected negatively in terms of his arrival at the specified time or sudden meetings that sometimes exceed the official working hours and thus this does not have a look at what the manager is doing from Business. This result differed with the study of Gesture (2007) and Al-Baidani (2012).

### Conclusions

Based on the statistical analysis of field research data, the results can be drawn as follows:

1. The level of job performance of managers of agricultural departments and divisions in Nineveh Governorate in general is high and this indicates that managers carry out their work and job tasks in full without any deficiency and satisfactorily, according to the results of the current research.
2. The results showed that the field of (supervision and follow-up of work) came first when arranging the areas of job performance for managers of agricultural departments and divisions from the point of view of agricultural employees. Its results are on time and to the fullest.

3. The results showed a significant correlation between the level of job performance of managers of agricultural departments and divisions in Nineveh Governorate and between each of the variables (age, academic achievement, workplace). This indicates that these variables are critical and reliable variables as basic variables in measuring job performance.

### Recommendations

Based on the previous findings, it is recommended that:

1. The necessity of the attention of the responsible authorities, such as the Ministry, to prepare continuous and periodic training courses for the directors of agricultural departments and divisions aimed at improving their performance, capabilities and administrative level, especially in the field of organization, in a way that serves the public interest of the Agricultural Department.
2. Taking into consideration the independent variables that showed significant correlation with the level of job performance, especially when preparing training courses for managers of agricultural departments and divisions in Nineveh Governorate.
3. There should be a continuous follow-up by the managers of agricultural departments and divisions in Nineveh Governorate to perform agricultural employees to help them overcome the obstacles and problems they face while performing their work.

**Proposals:** In light of the recommendations, the researcher suggests the following:

1. Carrying out other studies similar to this study dealing with other independent variables related to job performance, for example (work environment, leadership skills, degree of motivation to accomplish).
2. Conducting extensive studies and studies on the job performance of managers, including agriculture directorates at the country level, which may contribute to developing these directorates and upgrading them to higher levels.

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