



## SOME ADMINISTRATIVE PROBLEMS FACING THE APPLICATION OF PARTICIPATORY LEADERSHIP IN THE AGRICULTURAL EXTENSION SYSTEM/ IRAQ

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### ABSTRACT

The research aims to identify some of the administrative problems facing the application of participatory leadership in the agricultural extension system/ Iraq, through a form in which data was collected and included (36) items distributed over four areas, the research community included from the governorates of Iraq, which numbered (15) governorates with the exception of the Kurdistan region and the agricultural extension workers distributed among the agricultural directorates and extension centers who number (526) and (222) workers respectively, a random sample was taken from the governorates of Iraq with a percentage of (53%) and (8) governorates namely (Dhi Qar, Maysan, Karbala, Al-Qadisiyah, Babylon, Anbar, Diyala, Kirkuk) and a proportional, stratified random sample of (51%) was taken from agricultural extension workers distributed among the agricultural directorates and extension centers in the governorates of Iraq, whose number is (307, 133) and (157, 68) Respectively, the data was analyzed using the SPSS.V28 program, The results of the research concluded that the problems related to the extension organization ranked first in terms of level of importance, achieving a weighted average of (3.31) and a percentage weight of (66.2), while the problems related to the extension director came in last place, achieving a weighted mean score of (2.67) and a percentage weight of (53.4), the research recommended the need to direct attention to the problems facing the extension director as he is the link between higher authorities and those working with him.

**Keywords:** participatory leadership, Agricultural extension system, Administrative problems.

\* The article is taken from the doctoral thesis of the first researcher.



## بعض المشكلات الإدارية التي تواجه تطبيق القيادة التشاركية في نظام الارشاد الزراعي / العراق

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## الخلاصة

يهدف البحث الى التعرف على بعض المشكلات الإدارية التي تواجه تطبيق القيادة التشاركية في نظام الارشاد الزراعي/ العراق، وذلك من خلال استمارة جمعت فيها البيانات وتضمنت (36) فقرة والموزعة على اربع مجالات، شمل مجتمع البحث من المحافظات العراقية والبالغ عددها (15) محافظة عدا إقليم كردستان والعاملين في الارشاد الزراعي الموزعين على مديريات الزراعة والمراكز الارشادية والبالغ عددهم (526) و (222) عاملا على التوالي، أخذت عينة عشوائية من محافظات العراق بنسبة (53%) وبواقع (8) محافظة هي (ذي قار، ميسان، كربلاء المقدسة، القادسية، بابل، الانبار، ديالى، كركوك) كما تم اخذ عينة عشوائية طبقية تناسبية بنسبة (51%) من العاملين بالارشاد الزراعي الموزعين على مديريات الزراعة والمراكز الارشادية في محافظات العراق والبالغ عددهم (307 ، 133) وبواقع (157 ، 68) على التوالي، تم تحليل البيانات باستخدام برنامج SPSS.V28، توصلت نتائج البحث الى ان المشكلات ذات الصلة بالمنظمة الارشادية جاءت بالمرتبة الاولى من حيث مستوى الأهمية، اذ حققت وسطا حسابيا مرجحا قدرة (3.31) درجة وبوزن منوي قدرة (66.2) في حين جاءت المشكلات ذات الصلة بالمدير الارشادي بالمرتبة الأخيرة، اذ حققت وسطا حسابياً مرجحاً اقل من الوسط الحسابي الموزون وقدرة (2.67) درجة وبوزن منوي قدرة (53.4)، وأوصى البحث الى ضرورة توجيه الاهتمام بالمشكلات التي تواجه المدير الارشادي كونه حلقة الوصل بين الجهات العليا والعاملين معه.

الكلمات المفتاحية: القيادة التشاركية ، نظام الارشاد الزراعي ، المشكلات الادارية

## INTRODUCTION

Today, the world is witnessing an information revolution and rapid changes in various areas of life, which force organizations, including the Extension Organization, to face a common challenge to achieve excellence and adapt to the requirements of rapid developments and changes, which require the presence of wise, conscious and effective modern leadership that can bear responsibility and understand the needs of the targets and workers to influence them and direct their ideas to a solution. Their problems and meeting their needs (Hamadat, 2006), in addition to their competence, effectiveness and experience in managing resources and directing the organizational units in the agricultural extension system, which are linked to major humanitarian inputs represented by the rural community and workers in the extension organization (Al-Taie & Ridha, 2022).

Due to the importance of the roles played by managers, including agricultural extension managers, in achieving the goals of the extension organization, we find variation in the administrative styles that they practice, and some of them continue to practice traditional administrative styles based on the lack of participation of workers in the required manner in making extension decisions (Naji, & Taha, 2020), which is reflected negatively. On the effectiveness of the Extension process and the form of organizational behavior of employees, especially their loyalty to the Extension organization ( Challob *et al* , 2020 ).

This has been confirmed by many studies, including Study (Al-Zahrani, 2011), which indicated that many departments suffer from shortcomings and problems that hinder working as a cooperative team, and that many managers follow the solitary style. Study (Wallace,



2002) also indicated that the factors that make workers not With the work expected of them, managers do not have effective leadership that represents the life of the organization. Study (Al-Suwai' & Al-Ta'ani, 2013) indicated a decrease in the participation of employees in decision-making and the emergence of individual tendencies in taking and making organizational decisions. Study (Al-Salhi, 2016) indicated that agricultural extension managers need to develop and activate their skills in participating Employees take the appropriate Extension decision at the right time.

As a result of the successive and rapid changes, the weak level of workers' participation, and the delay in the arrival of agricultural information to farmers, traditional agricultural extension has become weak (Swanson & Rajalahti, 2014). Although many international organizations have paid attention to the level of participation in extension activities and solving the problems facing the extension system (Rivera & Qamar, 2003), there are many Studies indicate that there are problems that the extension organization suffers from, and it is directed to overcome the problems of extension service, especially in the scope of extension activities, the participation of workers, their experience in providing that service, and the level of their participation in extension activities (Al-Ta'iy *et al*, 2020), as study (Al-Ameri & Mashhada, 2022) indicated that one of the most important problems facing agricultural extension These are the administrative problems in the field of Extension services provided to the targets, while (Ridha & Ali, 2020) indicated the absence of implementation of the Extension activities provided to the targets, and (Mikhael, 2015) explained that the level of participation of the targets in the Extension activities was low, at a rate of 12.5%, and this was confirmed by (Faraj & Medhat, 2011) that the degree of participation Workers and farmers in extension activities are low or moderate, tending to low, represented by a decrease in awareness of participation and their ability to solve the problems they face, Therefore, it is necessary to address this problem that the agricultural extension system suffers from by answering the following questions:

### Research Problem

- What are the administrative problems facing the application of participatory leadership in the agricultural extension system / Iraq?

### Research aim:

Diagnosing some of the problems facing the application of participatory leadership in the agricultural extension system / Iraq, represented in the following areas: -

- Problems related to the Extension system
- Problems related to the extension organization
- Problems related to agricultural extension workers
- Problems related to the Extension director.

### Research importance:

The importance of the research is that it diagnose the problems facing the application of participatory leadership in the agricultural extension system/ Iraq and benefiting from the



results to solve problems and contribute to improving the extension service provided to farmers and developing the extension organization.

## MATERIALS AND METHODS

### Research methodology:

The current research comes within the framework of survey research that falls within the descriptive method, as its importance is highlighted because it is the only method that is concerned with studying phenomena and their current situation, providing a description of their characteristics, and providing data on the opinions of the respondents, and expressing them qualitatively or quantitatively (Al-Jadri, 2018), and thus it focuses on describing the problems. Which faces the application of participatory leadership in the agricultural extension system in Iraq, and this is what this method confirms.

### The research community and sample

Research Community: The research community included:

- The 15 provinces of Iraq, excluding the Kurdistan region, are (Baghdad, Basra, Maysan, Dhi Qar, Saladin, Diyala, Anbar, Al-Najaf Al-Ashraf, Holy Karbala, Al-Qadisiyah, Babylon, Wasit, Al-Muthanna, Kirkuk, Mosul).
- Agricultural extension workers distributed among agricultural directorates and extension centers, numbering 526 and 222\* workers, as shown in the following table:

**Table (1):** Preparation of workers in agricultural extension in Iraq.

provinces	Preparing agricultural extension workers in agricultural directorates	Preparing agricultural extension workers in extension centers
Baghdad	38	16
Basra	60	12
Dhi Qar	27	24
Maysan	34	4
Al-Muthanna	14	5
Al-Qadisiyah	27	13
Najaf	28	17
Karbala	15	14
Babylon	55	32
Wasit	25	15
Anbar	60	12
Salahaddin	18	6
Diyala	51	15
Kirkuk	38	19
Nineveh	36	18
total	526	222

**Research sample:**

A proportional, stratified random sample was chosen from each of the following:

- Provinces of Iraq (53%), with 8 provinces (Dhi Qar, Maysan, Holy Karbala, Al-Qadisiyah, Babylon, Anbar, Diyala, Kirkuk).
- Agricultural extension workers in the agricultural directorates and extension centers in the provinces of Iraq, whose number is (307, 133), at an average of (51%), with a rate of (157, 68) respondents, respectively, distributed across the provinces of Iraq.

Accordingly, the sample size subject to research is 225 respondents, as shown in the following table:

**Table (2):** Distribution of the population and sample of provinces included in the research.

Provinces	Agriculture directorates		Extension Centers	
	Number of workers	Sample	Number of workers	Sample
Dhi Qar	27	14	24	12
Maysan	34	17	4	2
Karbala	15	8	14	7
Al-Qadisiyah	27	14	13	7
Babylon	55	28	32	16
Anbar	60	31	12	6
Diyala	51	26	15	8
Kirkuk	38	19	19	10
Total	307	157	133	68

**Means of data collection:**

The research relied on several methods to obtain the necessary data to build a tool to measure the problems facing the application of participatory leadership in the agricultural extension system / Iraq.

To complete the research requirements, it relied on the practical aspect of collecting the necessary data through personal interviews, which are defined as “a situation in which there is an exchange of opinions on research topics between the researcher and the respondent (Al-Jadri, 2018).



Accordingly... a group of personal interviews were conducted with agricultural extension workers in the agricultural directorates and extension centers of the provinces included in the research for the period between 5/28/2023 - 6/25/2023.

### Building the questionnaire:

The process of constructing the questionnaire went through several stages:

The questionnaire in its initial form

- 1- Reviewing literature related to the field of participatory leadership.
- 2- Opinions of experts and specialists, including teachers, researchers, and specialists in the field of agricultural extension, public administration, and business administration.
- 3- Arab and foreign studies, research, and articles.
- 4- Conducting office and field visits
- 5- Using the international information network, the Internet.

In light of the aforementioned sources, the questionnaire was prepared in its initial form, consisting of (42) items distributed over four areas related to diagnosing some of the problems facing the application of participatory leadership in the agricultural extension system/Iraq, as shown in the following table.

**Table (3):** Number of items for each area of problems facing the application of participatory leadership for the agricultural extension system/Iraq

	Fields	Number of items
Diagnosing some of the problems facing the application of participatory leadership in the agricultural extension system / Iraq	Problems related to the Extension System	14
	Problems related to the extension organization	8
	Problems related to agricultural extension workers	10
	Problems related to the mentoring director	10
Total		42

\*The source was prepared by the researcher based on the research data.

### Validity of the tool:

Honesty is one of the important characteristics of different scales. The validity of the scale is one of the most important aspects of a good scale. It means the validity of the method or tool for measuring what should be measured. It is the degree through which the scale can achieve its goals and thus a high level of confidence in the results the research has reached so that it can be moved on from them, To Circular (**Al-Mashhadani, 2019**), in order to verify the validity of the tool, face validity and content validity were used by presenting the questionnaire to a group of experts and specialists in the field of agricultural extension, public administration,



and business administration, and to express their comments on what was stated in the questionnaire according to a three-graded scale (agree , I agree with the modification, not agree) and the following weights were given (0, 1, 2) , The experts' opinions were collected for the period from 1/3/2023 to 1/4/2023, and in light of the experts' opinions, the questionnaire was reached in its final form and consisted of (36) A items after deleting four items from the field of extension organization and two items from the field of extension director.

#### Data collection tool (research tool)

The research tool is defined as the means or tool relied upon to obtain the information and data necessary to complete the research and extract it from the study population. The tool measures a specific response, the choice of which depends on the method used in the study and its suitability for that tool (Aqila, 2023).

For the purpose of achieving the research goal, which is to diagnose the administrative problems facing the application of participatory leadership in the agricultural extension system / Iraq, I used a questionnaire form as a tool to collect data related to achieving the research goals, as the questionnaire is a tool for collecting data and identifying one or more aspects of the individual's behavior based on written answers. For a group of items recorded in the questionnaire (Al-Jadri, 2018), according to a five-point graded scale consisting of very agree, agree, neutral, somewhat agree, disagree). Values were assigned to this scale as follows 1, 2, 3, 4, 5 and respectively Imam Every items, Accordingly, the data was collected for the period between 5/28/2023 and 6/25/2023.

A pre-test of the questionnaire for agricultural extension workers was conducted on 4/5/2023 on a sample of (30) respondents distributed among (20) respondents from Baghdad Agriculture and (10) respondents from the Baghdad Extension Center (outside the research sample) in order to verify the stability of the scale through the use of a questionnaire. Using the interview method, with the aim of examining the reliability and verifying the suitability of the questionnaire in collecting the necessary data and taking the necessary modifications to achieve this Reliability was measured statistically by analyzing the initial test data, and the stability of the scale items was confirmed using the Cronbach equation, as shown in the following table:

**Table (4):** Measuring reliability using the Cronbach equation.

Extension Center, Baghdad		Baghdad Agriculture Directorate	
Stability value	Axis	Stability value	Axis
0.81	Determinants related to the Extension System	0.80	Determinants related to the Extension System
0.85	Determinants related to the extension organization	0.82	Determinants related to the extension organization
0.80	Determinants related to agricultural extension workers	0.81	Determinants related to agricultural extension workers
0.82	Determinants related to the mentoring director	0.88	Determinants related to the mentoring director(



**Statistical methods used:**

After conducting the process of collecting, transcribing, and tabulating the data, these data were analyzed using manual analysis and the statistical analysis program (SPSS), and the statistical methods were used: Cronbach's alpha equation, weighted mean, percentage weight, and Stephen Thompson's equation.

**RESULTS AND DISCUSSION****Diagnosing the main areas of administrative problems facing the application of the concept of participatory leadership in the agricultural extension system / Iraq**

The results of the research showed that the respondents' answers to the areas of diagnosing the problems facing the application of the concept of participatory leadership in the agricultural extension system/Iraq, which numbered 4 areas, obtained a weighted average falling between (2.67 - 3.31) degrees, and a percentage weight falling between (53.4 - 66.2%). degree, and that the weighted mean of the respondents' agreement scores on any of the proposed fields is higher than the hypothesized mean score of 3 degrees, as shown in the following table (5) :.

**Table (5):** Distribution of respondents according to their opinions on the areas of diagnosing administrative problems facing the application of participatory leadership.

Form sequence	Ranking in order of importance	Fields	Weighted mean	Percentage weight
2	1	Extension System	3.31	66.2
1	2	Extension organization	3.09	61.8
3	3	Agricultural extension workers	2.83	56.6
4	4	Extension director	2.67	53.4

It is clear from the table above that all areas of diagnosing administrative problems facing the application of participatory leadership in the agricultural extension system/Iraq came close to the hypothesized mean. Despite this, the field of extension organization came in first place in terms of the level of importance and approval of the respondents, and accordingly it achieved a weighted mean of (3.31) degree, with a percentage weight of (66.2%) degrees, which is higher than the weighted means for other fields. The reason for this may be due to the extension organization's desire to search for solutions through participation in order to suit the current reality of rural society and the changes that occur in it as a result of the circumstances that Iraq has been going through recent periods, and this was confirmed by (Lafta & AL-Khafaji, 2022) that there are many factors that must be taken into account to make the





workers of the extension organization carry out their duties well, including taking into account their suggestions. While the field of the extension manager came in last place in terms of the level of importance and approval of the respondents, it achieved a weighted mean of (2.67) degrees, with a percentage weight of (53.4%) degrees, which is lower than the weighted means of the other fields. The reason for this may be due to the fact that the extension manager is committed to the decisions issued by higher authorities and works to implement them in accordance with the annual plans that have been prepared in advance.

**Diagnosing the administrative problems facing the application of participatory leadership in the agricultural extension system/Iraq and related to extension organization.**

The results of the research showed that the respondents' answers to the (10) items placed in the indicative organization obtained a weighted average that falls between (2.92 - 3.32) degrees, and a percentage weight that falls between (58.4 - 66.4%) degrees, and that the weighted average of the respondents' agreement scores on any items of The proposed items are higher than the hypothesized mean score of 3, as shown in the following table(6).

**Table (6):** Distribution of respondents according to their opinions on the problems of extension organization.

Form sequence	Ranking in order of importance	Items	Weighted mean	Percentage weight
7	1	Reliance on the traditional style of communication between agricultural extension workers.	3.32	66.4
6	2	Lack of laws, legislation and regulations that support the application of participatory leadership in agricultural extension work.	3.29	65.8
3	3	Many officials and workers in the Ministry of Agriculture are not familiar with the concept and practice of participatory leadership	3.24	64.8
2	4	Fear of the emergence of conflicts as a result of a difference in roles and directives during the application of participatory leadership in agricultural extension work.	3.08	61.6
8	5	Weak organizational culture that encourages participatory leadership in agricultural extension work.	3.07	61.4
4	6	The prevalence and dominance of values that call for individual action in providing Extension services to the targeted.	3.06	61.2
10	7	Not encouraging the administration to compete among employees to select distinguished ideas in agricultural extension work.	3	60

5	8	Centralization in decision-making without reference to workers in agricultural extension.	2.98	59.6
1	9	The absence of a written guide for the organizational structure of agricultural extension specifying the duties and responsibilities of agricultural extension workers	2.94	58.8
9	10	The large number of administrative work carried out by agricultural extension workers	2.92	58.4

It is clear from the table above that more than two-thirds of the respondents emphasized “reliance on the traditional style of communication between agricultural extension workers.” What reinforces this is that it was ranked first in terms of level of importance by the approval of the respondents, and accordingly it achieved a weighted average of (3.32) degrees and a percentage weight of (66.4%) degrees, which is higher than the weighted averages for the other items. The reason for this may be attributed to the managers’ desire to practice administrative styles. The traditional non-participation of agricultural extension workers .

While the item “The abundance of administrative work conducted by agricultural extension workers” came in last place in terms of the level of importance and approval of the respondents, as it achieved a weighted average of (2.92) degrees and a percentage weight of (58.4%) degrees, which is one of the lowest weighted averages for the subjected items. The reason for this may be attributed to the lack of a real organization that seeks to arrange and schedule the administrative work that falls on the employees of the extension organization.

#### **Diagnosing the administrative problems facing the application of participatory leadership in the agricultural extension system/Iraq and related to the extension organization.**

The results of the research showed that the respondents’ answers to the (8) items developed for the field of the extension organization obtained a weighted average that falls between (3.58 - 3.11) degrees, and a percentage weight that falls between (71.6 - 62.2%) degrees, and that the weighted average of the respondents’ agreement scores on any items of the proposed items is higher than the hypothesized mean score of 3, as shown in the following table(7).

**Table (7):** Distribution of respondents according to their opinions on the problems of the extension organization.

Form sequence	Ranking in order of importance	Items	Weighted mean	Percentage weight
4	1	Lack of human, material and financial capabilities facing the practice of participatory leadership in agricultural extension work	3.58	71.6
6	2	Weak infrastructure necessary to achieve and apply participatory leadership in agricultural extension work.	3.49	69.8
5	3	Lack of an organizational climate that supports empowerment efforts and enhances confidence among workers towards participatory leadership in agricultural extension work	3.41	68.2
2	4	The challenges facing the extension organization and its workers in applying participatory leadership in agricultural extension work.	3.34	66.8
7	5	The leadership methods used in the extension organization reduce knowledge of employees' attitudes towards improving the extension service	3.28	65.6
8	6	The extension organization is interested in increasing activities at the expense of the satisfaction of its employees.	3.19	63.8
1	7	The guiding organization's need for speed in decision-making, which does not allow sufficient time for employee participation.	3.12	62.4
3	8	The extension organization's lack of interest in implementing the innovative proposals and ideas put forward by agricultural extension workers.	3.11	62.2

It is clear from the table above that all of the respondents' answers were higher than the hypothesized mean. Despite this, the item "The lack of human, material and financial capabilities facing the practice of participatory leadership in agricultural extension work" came



in, which confirms this result that it ranked first in terms of the level of importance and approval. The respondents achieved a weighted mean of (3.58) degrees and a percentage weight of (71.6%) degrees, which is higher than the weighted means of the other items. The reason for this may be that the extension organization is aware of the importance of participatory leadership, but the weakness of the material and financial capabilities and the lack of capabilities. Humanity, and therefore works to try to overcome this weakness in extension units and centers, and this was confirmed by (Al-Salhi, 2020) the weak role of agricultural extension in developing and modernizing human capabilities and the lack of availability of the material capabilities and requirements to modernize and develop those capabilities.

While the item "The extension organization's lack of interest in implementing the proposals and innovative ideas put forward by agricultural extension workers" came in last place in terms of the level of importance and approval of the respondents, and for it it received a weighted average of (3.11) degrees, and a percentage weight of (62.2%) degrees, which is less than Other likely circles. The reason for this may be that agricultural extension rarely relies on the participation of agricultural extension workers to express their proposals, capabilities, experiences, and cognitive abilities.

#### **Diagnosing the administrative problems facing the application of participatory leadership in the agricultural extension system/Iraq and related to agricultural extension workers.**

The results of the research showed that the answers of the respondents to the (10) items assigned to agricultural extension workers obtained a weighted average that was between (2.54 - 3.14) degrees, and a percentage weight that was between (50.8 - 63.2) degrees, as shown in the following table (8).

**Table (8):** Distribution of the respondents according to their views on the problems of agricultural extension worker.

Form sequence	Ranking in order of importance	Items	Weighted mean	Percentage weight
8	1	Resistance of some workers in the extension organization to participate in changing the methods of work to which they are accustomed.	3.16	63.2
9	2	Lack of experience among workers in making Extension decisions.	2.94	58.8
7	3	Employees are not sufficiently familiar with the concept and practice of participatory leadership in agricultural extension work.	2.92	58.4



5	4	Agricultural extension workers feel that it is useless to participate in submitting proposals to improve extension work	2.91	58.2
2	5	The large administrative burden placed on agricultural extension workers, which affects their participation in extension decision-making.	2.88	57.6
6	6	Weak enthusiasm among employees to participate in making decisions related to developing extension work	2.86	57.2
1	7	Low motivation of agricultural extension workers towards performing the tasks assigned to them.	2.84	56.8
4	8	The manager's lack of willingness to bear the risks of delegating authority to agricultural extension workers.	2.78	55.6
10	9	Lack of employees' confidence in the extension director's capabilities in developing the extension service.	2.56	51.2
3	10	The director is not confident that agricultural extension workers will carry out the tasks assigned to them	2.54	50.8

It can be concluded from the table above that the item "Resistance of some workers in the extension organization to participate in changing the methods of work they are accustomed to" ranked first in terms of the level of importance and agreement of the respondents, and this is reinforced by its obtaining the highest weighted mean of (3.16) degrees and with a percentage weight of ( 63.2)% score, which is higher than the weighted means for the other items. The reason for this may be that agricultural extension workers are not aware of the importance of changing extension work methods that are compatible with the changes taking place in the agricultural aspect and the directives of the Food and Agriculture Organization (FAO) and taking their opinion into decisions, Taken because they have field experience in rural work and then come up with methods that benefit extension work.

While the item "The manager is not confident that agricultural extension workers are carrying out the tasks assigned to them," came in last place in terms of the level of importance or approval of the respondents, as it received a weighted mean of (2.54) degrees and a percentage weight of (50.8%) degrees, which is less than the weighted means. For the other items, the reason may be that the extension director has more administrative experience and knowledge than those working with him in making decisions by virtue of his administrative



position, in addition to the fact that the majority of agricultural extension workers are from non-extension specializations.

### Diagnosing the administrative problems facing the application of participatory leadership in the agricultural extension system/Iraq and related to the extension director.

The results of the research showed that the respondents' answers regarding the field of administrative problems related to the mentoring manager, which amounted to 8 items, obtained a weighted mean falling between (2.38 - 3.09) degrees, and a percentage weight falling between (47.6 - 61.8) degrees, as shown in the following table (9).

**Table (9):** Distribution of respondents according to their opinions on the problems of the extension director

Form sequence	Ranking in order of importance	Items	Weighted mean	Percentage weight
6	1	The director convinces agricultural extension workers that his ideas are always for their benefit.	3.09	61.8
1	2	Expanding the scope of responsibility, which affects the practice of participatory leadership	2.97	59.4
5	3	Lack of conviction among managers to exercise participatory leadership in agricultural extension work.	2.78	55.6
4	4	The extension manager refuses to justify his actions to agricultural extension workers, no matter how simple or realistic they are.	2.67	53.4
2	5	The extension director's tendency toward tyranny in managing extension work.	2.59	51.8
7	6	The director's negative view towards participatory teamwork in providing Extension services to the target audience.	2.48	49.6
3	7	The extension director opposes new proposals that contradict his beliefs.	2.47	49.4
8	8	The manager does not give room for workers to provide the extension service in the way they wish.	2.38	47.6



It is clear from the table above that the weighted means are close according to the level of importance or agreement of the respondents with the items of the extension director. However, the majority of the respondents mentioned that the items “The director convinces the agricultural extension workers that his ideas are always in their interest,” and what reinforces this is that it ranked first in terms of the level of The importance or approval of the respondents, and it achieved a weighted mean of (3.09) degrees and a percentage weight of (61.8%) degrees, which is higher than the weighted means of the other items. The reason for this may be due to the fact that agricultural extension is an educational process that depends on dialogue and discussion, which is one of the components of the success of extension work. And making decisions that improve the extension service provided to the targeted people, This is what (Al-Saady & Al-Canay, 2018) emphasized the necessity of selecting agricultural extension managers efficiently, which in turn is reflected in the effectiveness of extension work.

While the other third of the respondents stated that the item “The manager does not give the employees room to provide the Extension service in the way they want,” and this confirms that it ranked last in terms of the level of importance and the approval of the respondents, as it obtained a weighted average of (2.38) degrees and a percentage weight of (47.6%) score, which is lower than the weighted means for the other items. The reason for this may be due to the Extension director’s lack of awareness of responsibility towards achieving and completing Extension work at the required level and in the manner that the Extension service provider deems appropriate and according to the situation, as well as the Extension director’s application of the instructions issued by Senior management adhered to the tired traditional method.

## CONCLUSIONS

The research resulted in a number of conclusions that can be summarized as follows:

1. The administrative problems facing the application of participatory leadership in the agricultural extension system/Iraq constitute a state of interaction, as each of them is linked to each other, but these differences were slight, which indicates that these problems are important and can be solved in extension work.
2. The extension director has the ability to diagnose extension problems that arise during extension work and solve them in an appropriate time, because it is an essential factor for the success of extension work. In light of the study results, we recommend the following:
  1. For the purpose of improving the reality of extension work / Iraq, it is recommended to take into account the areas of problems facing the application of participatory leadership from the relevant authorities (Department of Agricultural Extension and Training)
  2. The necessity of directing care and attention to the problems facing the extension director, as he is the link between the higher authorities and those working with him.





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