



## VISUALIZE PROPOSAL FOR TOTAL QUALITY MANAGEMENT IN TRAINING EXTENSION CENTERS IN IRAQ

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### ABSTRACT

The research aimed to develop a visualize proposal for total quality management in training extension centers in Iraq. To achieve the objectives of the research, a questionnaire was prepared in the in view of the literature related to the subject of research and previous studies and the experts opinions and specialists in the management and agricultural extension field. The questionnaire consisted of (52) items distributed over (5) fields: (preparation, planning ,Implementation, evaluation, exchange and dissemination of experiences of the results of the application of total quality management) The study was conducted on all Iraqi governorates except the Kurdistan Region, A random sample was withdrawn from them by 50% (8 governorates) which are: Kirkuk, Baghdad, Diyala, Holy Karbala, Al-Najaf Al-Ashraf, Qadisiah, Dhi Qar, and Basra .and(149) respondents. data were collected from the respondents in a personal interview manner to indicate their approval of the fields and items of the visualize proposal. The visualize proposal concept was finalized using the following criteria: The field or item is within the final form of the visualize proposal if it obtains a weighted mean greater than the hypothetical mean of the approval scale degree used in the research, which is (3) degrees, The results showed that all fields and items remained in the final version of the visualize proposal of having weighted means greater than (3) degrees. The study recommended that the Agricultural Extension and Training Department should adopt the application of the visualize proposal in the training extension centers in order to develop their performance and thus provide services that meet the the target needs and desires.

Keywords: Training extension centers, total quality.

### تصور مقترح لإدارة الجودة الشاملة في المراكز الإرشادية التدريبية في العراق

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### الخلاصة

هدف البحث إلى وضع تصور مقترح لإدارة الجودة الشاملة في المراكز الإرشادية التدريبية في العراق. ولتحقيق أهداف البحث تم إعداد استبانة في ضوء الأدبيات المتعلقة بموضوع البحث والدراسات السابقة وإراء الخبراء والمتخصصين في مجال الإدارة والإرشاد الزراعي. تكونت الاستبانة من (52) فقرة موزعة على (5) محاور هي: (الأعداد، التخطيط، التنفيذ، التقويم، تبادل ونشر نتائج تطبيق إدارة الجودة الشاملة). أجريت الدراسة في جميع محافظات العراق عدا إقليم كردستان وتم سحب عينة عشوائية منها بنسبة 50% وبواقع (8) محافظات هي: كركوك، بغداد، ديالى كربلاء المقدسة، النجف

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



الإشراف، القادسية، ذي قار، البصرة. و(149) مبحوثاً، جمعت البيانات من المبحوثين بطريقة المقابلة الشخصية لبيان موافقتهم على محاور وفقرات التصور المقترح. وتم التوصل إلى الصيغة النهائية للتصور المقترح باستخدام المعيار الآتي: يكون المحور أو الفقرة ضمن الشكل النهائي للتصور المقترح إذا حصل على وسط مرجح أكبر من الوسط الفرضي لدرجات مقياس الموافقة المستخدم في البحث والبالغ (3) درجات، وأظهرت النتائج أن جميع المحاور والفقرات بقيت في الصيغة النهائية للتصور المقترح لحصولها على أوساط مرجحة أكبر من (3) درجات، وأوصت الدراسة بضرورة أن تتبنى دائرة الإرشاد والتدريب الزراعي تطبيق التصور المقترح في المراكز الإرشادية التدريبية من أجل تطوير أدائها وبالتالي تقديم خدمات تلبي حاجات ورغبات المستهدفين.

الكلمات المفتاحية : المراكز الإرشادية التدريبية، الجودة الشاملة.

## INTRODUCTION

Attention to rural development has become a necessary requirement that most countries, whether developed or developing, seek to achieve (Al-Salhi,2016), Rural development is also important means to advance the agricultural sector one of the most (Naji & Ibrahim,2020), Agricultural extension is one of the main pillars towards for achieving rural development, It plays vital roles in serving farmers in all areas of their agricultural and livestock activity and serving their organizations by meeting their knowledge, information and skill needs to manage their activities properly (Al-Taïy *et al.*, 2020), It works as a link between them and the research centers, as it transfers their problems to the research centers to find solutions for them and then transfers the research results (solutions) to them (AL-Mashhadani & Sbeih,2022). The training extension centers are one of the formations affiliated to the Agricultural Extension and Training Department that work to develop the capabilities of farmers, livestock breeders, and agricultural employees through holding training courses in various agricultural topics according to plans prepared and implemented for this purpose, as well as developing the agricultural cooperative movement in the country, and preparing of Audio-visual agricultural programs to educate and guide farmers to follow scientific methods in agricultural work in both plant and animal, and preparing and distributing brochures (Abdul Rahman,2017).Despite the importance of training extension centers in Iraq and their role in achieving rural development but the reality indicates the weakness of this role, as many studies and research have indicated there is a weakness significant and insufficiency in their performance, as Reda & Hassouni,(2015) indicated that there is a weakness in the level of performance of training extension centers, Ali *et al.*, (2023), indicated in their study that there is a weakness in the role of training extension centers in agricultural development,(Twayej & Al-Taïy,2022) also showed in their study that there are deficiencies in the performance of training extension centers.

In order to improve the reality of training extension centers and improve the quality of their services, a number of approaches must be applied, including the approach to total quality management, as (Al-Taïy, 2014) confirmed that one of the proposed strategies for agricultural extension form in Iraq is to spread the culture of total quality, its importance, and the need for it in the agricultural sector in general and its extension system. In particular, Both (Al-Jubouri,2022;Ridha *et al.*,2020) also recommended in their studies the need to pay attention and improve the work of training extension centers (Al-Taïy *et al.*,2021) summarized that one of the most important basic requirements for improving the quality of extension service is developing or adopting quality standards and applying them in every element or process in the extension system or the service it provides, (Naji & Hussein,2021) recommended the necessity of applying total quality in extension work,(Al-Taïy, 2014), stated that agricultural extension is



an appropriate field for the application of total quality management in order to improve its services in all its fields and achieve the satisfaction of farmers and rural people and their organizations. In their study, (Naji & Jouhi, 2014) concluded that there are the necessary qualifications to apply the total quality management approach in extension management at its various levels. Total quality management is a common philosophy and culture and it is part of an integrated, total and interconnected process that requires all employees in the organization to carry out their responsibilities to the fullest (Sharif & Mohieddin, 2021). Many studies have confirmed the quality, including a study by (Saeed, 2013; Al-Khatib & Al-Haidari, 2017; Abdel-Dayem, 2021; Al-Fakiki and Al-Shouhani, 2016). The application of total quality management has positive repercussions on the performance of the organizations that apply it. All these studies have confirmed that applying the total quality management method in organizations contributes significantly to their survival and continuity in providing services. Satisfactory and distinguished services. With regard to the application of total quality management in the training extension centers, there are a set of benefits that accrue to the extension centers as a result of their application, the most important of which are improving the competitive position of the extension centers, strengthening relations with research centers and colleges, raising the degree of satisfaction of the extension, improving the quality of services provided, reducing the cost of the services provided (Abed, 2017).

Given the importance of applying total quality management in training extension centers and the limited agricultural extension studies in Iraq in this field, this research came to answer the following questions:

1. What is the Visualize Proposal For total Quality Management in training extension centers in Iraq?
2. What are the opinions of the employees in the extension organization regarding the Visualize Proposal For total Quality Management in training extension centers ?

### Research Goals

1. Prepare aproposed visualation for total quality management in training extension centers in Iraq.
2. Identifying the approval of the employees in the extension organization regarding the proposed visualation for total quality management in the training extension centers.

### RESEARCH HYPOTHESES

1. The approval of the majority of employees in the extension organization on the visualize proposal for applying total quality management in training extension centers in Iraq.

### RESEARCH METHODS AND TOOLS USED

**Research methodology:** In order to achieve the research objectives, the descriptive approach was used, which aims to study a specific phenomenon as it exists in reality and is concerned with describing it accurately. Therefore, this approach is suitable for arriving at detailed data and facts about (the visualize proposal for total quality management in training extension centers in Iraq)

**Research population and sample:** The research population included all the governorates of Iraq (15) governorates except the Kurdistan region and all training extension centers in these governorates, which number (16) extension centers, and all extension farms affiliated with these centers, which number (59) farms, and Agricultural Extension and Training Organization, A



random sample of 50% was chosen from the governorates of Iraq, with a ratio of (8) Governorates are: (Kirkuk, Baghdad, Diyala, Holy Karbala, Al-Najaf Al-Ashraf, Al-Qadisiyah, Dhi Qar ,and Basra). The research was limited to all workers in training extension centers in the governorates included in the research sample, which are (16) directors of training extension centers and their assistants, and All (37) agricultural extension employees. And all employees in the extension farms affiliated with the extension centers, represented by (29) extension farm officials, and all agricultural extension employees, numbering (48) agricultural extension employees. And employees in the Agricultural Extension and Training Department, represented by (the manager General of the organization and his assistant, and the heads of departments of each department Developing the workforce, managing extension centers and farms, planning and monitoring, and their assistants), who numbered (8) respondents, in addition to all the agricultural extension employees in these departments, who numbered (11) agricultural extension employees, and thus the total number of respondents became (149) respondents.

**Data Collection Tool:** For the purpose of achieving the research objectives, a questionnaire. The questionnaire included building the visualize proposal for total quality management in training extension centers. The preparation of the questionnaire went through a series of stages: 1-Preparing the scale in its initial form: in view of the literature related to the research topic, previous studies, and the opinions of experts and specialists in the field of total quality management and agricultural extension, the visualize proposal scale for total quality management. Training extension centers were identified in their initial questionnaire, which included five fields, namely (preparation for management Total quality, planning for total quality management, implementing total quality management, evaluation for total quality management, Exchanging and disseminating experiences and results of applying total quality management) The elements composing these fields reached (52) items distributed among these. 2-Development of the scale: The Fields and items were presented in their initial Questionnaire to a group of (27) experts specialized in the field of agricultural extension and management, using a questionnaire to indicate the degree of their agreement with the Fields and items of each field in view of an agreement scale consisting of three levels: agree, agree with the amendment, disagree. 3-Determining the criterion for expert agreement (the cutoff threshold) on the Fields and items of the scale: The cutoff threshold was set at 75% or more in the degree of expert agreement for the Fields and items of the proposed questionnaire to remain in its final Questionnaire. 4. Calculating averages of experts' agreement scores on the scale's Fields and items: Estimated weights were given to the levels of the agreement scale as follows: (Agree = 2), (Agree with amendment = 1), (Disagree = 0), and thus the scale score ranged between (0-2). ) score, and averages were calculated by calculating the sum of the scores obtained over the number of Experts. 5. Preparing the scale in its final Questionnaire: In view of comparing the average degrees of expert agreement on the Fields and items of the questionnaire with the cut-off threshold for preparing the questionnaire in its final Questionnaire, all Fields and items achieved (75%) or more, as they reached the cut-off threshold for the visualize proposal scale for total quality management in training extension centers ( 93.29%), as some minor changes were made in the wording of some items, and item (9) was deleted from the field of preparation for total quality management and item (10) from the field of evaluation for total quality management, with the addition of items (3) and (11) to this field Thus, the number of items in the scale became (52) items distributed over (5) Fields, and thus the first goal of the research was achieved by coming up with the visualize proposal final version.



**Reliability:** Using the Alpha Cronbach coefficient to measure the reliability of the visualize proposal scale, which reached a value of (0.86).

**Data collection:** Research data was collected using a questionnaire form and personal interviews with (149) respondents during the period 7/9/2023 - 8/25/2023.

**Tabulation and analysis of data:** Weights (1, 2, 3, 4, 5) were given to the levels of the visualize proposal scale for total quality management in training extension centers (very agree, agree, neutral, disagree, very disagree) respectively, and to arrange the Fields and items according to Its importance from the perspective of the respondents. The weighted mean and percentage weight were used.

**Statistical methods:** The statistical methods used in analyzing the research data are: the weighted mean, the percentage weight, And Alpha Cronbach equation.

## RESULTS AND DISCUSSION

1.The first objective: Preparing visualize proposal total quality management in the training extension centers in Iraq, which has been achieved as mentioned above in the research method.

2.Second Objective: Identify the approval of the employees of the extension organization about the visualize proposal of total quality management in the training extension centers.

**First:** Preparation for total quality management.

The proposed items related to the field of (preparation for total quality management) of (12) items obtained weighted means located between (3.995-4.534) degrees, and weights of the percentage are located between (79.9-90.68) degrees, as shown in Table (1), and therefore all these items remain within the visualize proposal because each of them obtains a weighted mean of degrees of approval greater than the hypothetical mean of (3) degrees.

**Table (1):** Distribution of respondents according to the proposed items of the preparation field for total quality management.

Item number on the form	Items	Managers		Employees		Mana-& empl-		Sequence
		Weighted mean	Percentage weight	Weighted mean	Percentage weight	Weighted mean	Percentage weight	
6	Training the Chairman and members of the Quality Board of Directors on the concept of quality, its principles, philosophy, standards, elements, importance, objectives, requirements and others.	4.943	98.86	4.125	82.5	4.534	90.68	1





8	The Council surveys the opinions of employees in the centers on the application of total quality management and knows their position on it.	4.226	84.52	4.270	85.4	4.248	84.96	2
12	Changing the organizational culture prevailing among employees in centers by holding meetings and workshops to clarify the benefit that will be achieved from the application of total quality	4.264	85.28	4.218	84.36	4.241	84.82	3
10	Determine the tasks, of the work teams in charge of applying total quality in the centers.	4.283	85.66	4.145	82.9	4.214	84.28	4
7	The Total quality management Council introduces employees in extension centers In the governorates, the concepts of total quality	4.207	84.14	4.177	83.54	4.192	83.84	5
11	I identify accurate criteria to measure the satisfaction of the target audience about the quality of services that Provided by extension centers for them	4.132	82.64	4.218	84.36	4.175	83.5	6
9	The Council forms work teams headed by the directors of the extension centers and the membership of both the divisional officials in the counseling centers and the officials Its extension farms	4.207	84.14	4.083	81.66	4.145	82.9	7
1	The decision was taken by the higher management of the extension institution to apply comprehensive	4.056	81.12	4.197	83.94	4.127	82.53	8



	quality in the extension centers							
2	The higher management of the extension organization coordinates with an external consultant specialized in Total Quality field, to determine all the necessary procedures to implement total quality in extension centers.	4.056	81.12	4.093	81.86	4.075	81.49	9
5	forming quality council headed by the manager General of the extension and Training Department Agricultural Council, with the membership of: (Assistant manager General, heads of the departments of planning, monitoring, and management of extension centers and farms, and workforce development in the Agricultural Extension and Training Department, and a representative of the total Quality and Institutional Development Department in the Ministry of Agriculture, as well as directors of extension centers	4.037	80.74	4.062	81.24	4.050	80.99	10
3	Establishing a division of total quality in the center of the extension organization with the definition of duties and the responsibilities entrusted to it.	3.981	79.62	4.093	81.86	4.037	80.74	11



4	Establishing a unit for total quality in each training extension center with the identification of duties and the responsibilities assigned to the unit.	3.886	77.72	4.104	82.08	3.995	79.9	12
General rate		4.189	83.796	4.148	82.975	4.169	83.385	

With regard to arranging the proposed items related to the field of preparation for total quality management, it is clear from Table (1) that there is a convergence between the weighted means of the items related to this field. However, the item (Training the Chairman and members of the Quality Board of Directors on the concept of quality, its principles, philosophy, standards, elements, importance, objectives, requirements and others.) came the first in order. The first has a weighted mean of (4.534) degrees, and a percentile weight of (90.68) degrees. The reason for this may be attributed to the importance of training in developing the competencies of council members in the field of total quality management, especially since the council is the one that will be largely responsible for most matters related to the application of quality management. Total, so he must be fully aware of all the details related to it. As for the item (Establishing a unit for total quality in each training extension center with the identification of duties and the responsibilities assigned to the unit.), it came in last place with a weighted mean of (3.995) degrees, and Percentage weight of (79.9) degrees. The reason for this may be attributed to the lack of interest of the respondents in this item. Because they believe that establishing a unit for total quality in each center is an obvious matter when starting to implement total quality management, so this item came in last order.

## **Second: Planning for total quality management**

The proposed items related to the field of (planning for total quality management) of (9) items obtained weighted means located between (4.213-4.381) degrees, and weights Celsius fall between (84.25-87.62) degrees, as shown in Table (2), and therefore all these items remain within the visualize proposal so as to obtain each of them a weighted mean of degrees of approval greater than the hypothetical mean of (3) degrees.



**Table (2):** Distribution of respondents according to the proposed items of the planning field for total quality management

Item number on the form	Items	Managers		Employees		Mana-& empl-		sequence
		Weighted mean	Percentage weight	Weighted mean	Percentage weight	Weighted mean	Percentage weight	
3	Setting the future vision of the training extension centers and drawing up the general policy that follows them.	4.377	87.54	4.385	87.7	4.381	87.62	1
9	Approval of the implementation plan of total quality management by the higher management of the extension organization to allocate the necessary financial budget for the application.	4.283	85.66	4.333	86.66	4.308	86.16	2
4	Setting strategic objectives for extension centers in line with the organization's extension vision.	4.320	86.4	4.270	85.4	4.295	85.9	3
6	Selection and training of a quality coordinator from one of the employees of the extension centers with experience to prepare reports related to the results of the application of total quality.	4.207	84.14	4.343	86.86	4.275	85.5	4
5	Introducing the employees of the extension centers to the vision, objectives and policy under which the centers will operate.	4.188	83.76	4.343	86.86	4.266	85.31	5
2	Analysis of the internal environment for training extension centers to identify strengths and weaknesses	4.226	84.52	4.302	86.04	4.264	85.28	6
1	Analysis of the external environment for training extension centers to know the available opportunities and potential threats	4.188	83.76	4.333	86.66	4.261	85.21	7
7	Study the requirements and needs of the target audience regarding the quality of services provided to them.	4.264	85.28	4.239	84.78	4.252	85.03	8
8	Develop a total plan for the application of total quality management in the training extension centers in which the objectives, activities, tasks, material and financial resources are specified, as well as the identification of those in charge of the application process, with the participation of employees in the training extension centers.	4.207	84.14	4.218	84.36	4.213	84.25	9
General rate		4.251	85.022	4.307	86.146	4.279	85.584	

With regard to the arrangement of the proposed items related to the field of planning for total quality management, it is clear from Table (2) that there is a convergence between the Weighted means of the items related to this field, however, the item (Setting the future vision of the training extension centers and drawing up the general policy that follows them.) came in the first order with Weighted mean of (4.381) degrees, and Percentage weight of (87.62) degrees, and the reason for this may be attributed to the respondents' sense of the importance of This item will clarify the future image or ambitions that the training extension centers seek to achieve, as well as that it will help the employees in these centers to know the path they will take to achieve the specified goals as soon as possible and with the least possible effort. As for the item (Develop a total plan for the application of total quality management in the training extension centers in which the objectives, activities, tasks, material and financial resources are



specified, as well as the identification of those in charge of the application process, with the participation of employees in the training extension centers.), it came in the last order with a Weighted mean of (4.213) degrees, and Percentage weight of (84.25) degrees, and the reason for this may be due to the lack of interest of some Respondents in this item because it is a natural and routine matter, as the application of any approach or approach must be carried out according to a well-studied plan in which the desired goals and material financial and human capabilities are determined and the application is not spontaneous or random.

### Third: Implementation of Total Quality Management

The proposed items related to the field of (implementation of total quality management) of (12) items obtained Weighted means located between (4.152-4.451) degrees, and percentage weights fall between (83.04-89.01) degrees, as shown in Table (3), and therefore all these items remain within the visualize proposal so that each of them obtains a weighted mean of degrees of approval greater than the hypothetical mean of (3) degrees.

**Table (3):** Distribution of respondents according to the proposed items of the implementation field for total quality management.

Item number on the form	Items	Managers		Employees		Mana-& empl-		sequence
		Weighted mean	Percentage weight	Weighted mean	Percentage weight	Weighted mean	Percentage weight	
1	Selecting a group of qualified individuals to be later as trainers for employees in training extension centers.	4.468	89.36	4.433	88.66	4.451	89.01	1
7	Providing all the requirements necessary to implement quality management.	4.395	87.9	4.452	89.04	4.424	88.47	2
2	The necessity of training individuals who were selected to later be trainers for employees in extension centers.	4.447	88.94	4.377	87.54	4.412	88.24	3
3	Training the work team on all topics related to quality, ways of cooperation and how to work in a team spirit, to acquire the necessary knowledge and skills.	4.416	88.32	4.339	86.78	4.378	87.55	4
5	The need for effective communication between the work team and the employees in the extension centers who apply total quality and between them and the Council	4.322	86.44	4.283	85.66	4.303	86.05	5
4	Determining methods of continuous improvement for training extension centers.	4.302	86.04	4.301	86.02	4.302	86.03	6
9	Preparing periodic reports by the work team related to the progress of work, the administrative and technical problems that hinder it, and the results achieved as a result of the application	4.291	85.82	4.301	86.02	4.296	85.92	7



12	The Board makes some amendments and discusses them with team members, to address the problems that arose during the implementation process.	4.239	84.78	4.283	85.66	4.261	85.22	8
8	The actual implementation of the plan by the work team according to the schedule specified in the plan..	4.281	85.62	4.226	84.52	4.254	85.07	9
10	Submit the reports prepared by the work team to the Quality Management Board.	4.260	85.2	4.226	84.52	4.243	84.86	10
11	The Council, in cooperation with the Quality Coordinator, studies and analyzes the administrative and technical problems that arose during the implementation phase.	4.281	85.62	4.188	83.76	4.235	84.69	11
6	Establishing a special library for total quality management in the training extension centers to be equipped with books, scientific journals and studies, to serve as a guide for all employees on the subject of total quality management.	4.229	84.58	4.075	81.5	4.152	83.04	12
General rate		4.327	86.551	4.290	85.806	4.309	86.18	

With regard to the arrangement of the proposed items related to the implementation field of total quality management, it is clear from Table (3) that there is convergence between the Weighted means of the items related to this field, however, the item (Selecting a group of qualified individuals to be later as trainers for employees in training extension centers.) in the first order with a weighted mean (4.451) degrees, and a percentage weight (89.01) degrees, and the reason for this may be due to the fact that total quality management is a new approach or entrance, and therefore most of the employees in the training extension centers have little knowledge of it, so these individuals are referred to when employees in training extension centers face any problem in the process of applying total quality management, as well as implementing training courses for employees in these centers to develop Their abilities in this Field. As for the item (Establishing a special library for total quality management in the training extension centers to be equipped with books, scientific journals and studies, to serve as a guide for all employees on the subject of total quality management.), it came in the last order with Weighted mean of (4.152) degrees, and Percentage weight of (83.04) degrees, and the reason for this may be due to the adoption of some Employees in the training extension centers on other sources such as the Internet to obtain all the in the information related to total quality management at any time they need As well as their preoccupation with performing the job work assigned to them therefore do not have enough time to see the resources in the library during official working hours, so this item came in the last order.

#### Fourth: Evaluation of Total Quality Management

The proposed items related to the field of (evaluation for total quality management) of (15) items got Weighted means located between (4.118-4.342) degrees, and Percentage weight between (82.36-86.84) degrees, as shown in Table (4), and therefore all these items remain within the visualize proposal so that each of them obtains Weighted mean for degrees of approval greater than the hypothetical mean of (3) degrees.



**Table (4):** Distribution of respondents according to the proposed items for the evaluation field for total quality management.

Item number on the form	Items	Managers		Employees		Mana-& empl-		sequence
		Weighted mean	Percentage weight	Weighted mean	Percentage weight	Weighted mean	Percentage weight	
5	Evaluating the planning stage of total quality management to ensure the appropriateness of the plan in achieving its objectives.	4.320	86.4	4.364	87.28	4.342	86.84	1
10	Evaluating the performance of employees in extension centers, especially those who participate in the process of implementing total quality	4.339	86.78	4.208	84.16	4.274	85.47	2
8	Determine the availability of material, financial and human resources necessary to implement the total quality plan in the extension centers	4.301	86.02	4.239	84.78	4.27	85.4	3
6	Evaluating the competencies of those in charge of the planning process for total quality management.	4.226	84.52	4.270	85.4	4.248	84.96	4
4	Evaluating the preparation stage for total quality to ensure the safety of its steps.	4.245	84.9	4.239	84.78	4.242	84.84	5
9	Evaluate all costs related to the application of total quality	4.283	85.66	4.197	83.94	4.24	84.8	6
7	Evaluating the executive plan for total quality and the extent of its implementation according to the approved schedules.	4.245	84.9	4.197	83.94	4.221	84.42	7
2	Training the evaluation committee on how to use evaluation methods, especially statistical methods, and how to develop standards for evaluation and detect and correct deviations.	4.132	82.64	4.270	85.4	4.201	84.02	8
15	Identify the type of changes that have occurred in the performance of the extension centers as a result of the application of total quality in them	4.245	84.9	4.156	83.12	4.200	84.01	9
12	Evaluating the final results achieved as a result of the application of total quality in the extension centers.	4.188	83.76	4.187	83.74	4.188	83.75	10
11	The need to conduct an evaluation after a period to determine the continuation or cessation of the application of total quality in the extension centers	4.188	83.76	4.177	83.54	4.183	83.65	11
3	Determine standards for measuring total quality in accordance with international standards that comply with the nature and objectives of extension centers.	4.094	81.88	4.260	85.2	4.177	83.54	12
14	Identify the type of changes that occurred among the targets as a result of applying total quality in counseling centers	4.207	84.14	4.145	82.9	4.176	83.52	13



13	Conducting an evaluation of the reactions of the targeted people about the quality of the extension centers	4.226	84.52	4.125	82.5	4.175	83.51	14
1	forming a committee to evaluate total quality management in training extension centers.	3.924	78.48	4.312	86.24	4.118	82.36	15
General rate		4.210	84.217	4.223	84.461	4.217	84.339	

With regard to the arrangement of the proposed items related to the evaluation field of total quality management, it is clear from Table (4) that there is a convergence between the weighted means of the items related to this field. However, the item (Evaluating the planning stage of total quality management to ensure the appropriateness of the plan in achieving its objectives.) came in first place with a weighted mean (4.342) degrees, and Percentage weight of (86.84) degrees. The reason for this may be attributed to both agricultural managers and extension employees placing greater emphasis on evaluating the planning stage of total quality management, due to its importance in diagnosing the strengths, weaknesses, and problems in the planning stage and providing solutions to address them. As for the item (forming a committee to evaluate total quality management in training extension centers.), it came in last place with Weighted means core of (4.118) and Percentage weight of (82.36) degrees. The reason for this may be attributed to some respondents' belief that the director of the training extension center is Who will undertake the evaluation process for total quality management, There is no need to form a committee to carry out this task, so this item came in last place.

**Fifth:** Exchanging and publishing experiences and results of applying total quality management The proposed items related to the field (exchanging and publishing of experiences and results of applying total quality management) (4) items obtained weighted means located between (4.149-4.350) degrees, and percentage weights fall between (82.98-86.99) degrees, as shown in Table (5), and therefore all these items remain within the visualize proposal so that each of them obtains weighted mean of degrees of approval greater than the hypothetical mean of (3) degrees.



**Table (5):** Distribution of respondents according to the proposed items of the field of exchange and dissemination of experiences of the results of the application of total quality management.

Item number in the form	Items	Managers		Employees		Mana-& empl-		sequence
		Weighted mean	Percentage weight	Weighted mean	Percentage weight	Weighted mean	Percentage weight	
4	Exchange and dissemination of experiences with regional and international training extension centers.	4.377	87.54	4.322	86.44	4.350	86.99	1
2	Invite representatives of the rural community to inform them of the positive results achieved by the extension centers as a result of the application of total quality and motivate them to participate in the process of continuous improvement.	4.226	84.52	4.291	85.82	4.259	85.17	2
3	Inviting relevant governmental and non-governmental organizations to learn about the results of the application of total quality and try to conclude cooperation agreements with those organizations to exchange experiences and disseminate them in the field of total quality	4.188	83.76	4.239	84.78	4.214	84.27	3
1	Inviting all employees in the extension organization's formations to inform them of the results of applying total quality management in the training extension centers.	4.132	82.64	4.166	83.32	4.149	82.98	4
General rate		4.230	84.615	4.254	85.09	4.243	84.852	

With regard to the arrangement of the proposed items related to the field of exchange and dissemination of experiences of the results of the application of total quality management, it is clear from Table (5) that there is convergence between the weighted means of the items related to this field, however, the item (Exchange and dissemination of experiences with regional and international training extension centers.) came in the first order with a weighted mean (4.350) degrees, and Percentage weight(86.99) degrees, The reason for this may be due to the importance that will be given to training extension centers as a result of exchanging experiences with regional and global centers, as this will contribute to developing their work, by benefiting from the successes they achieve and learning from them. From their mistakes and problems they faced during the application of total quality management in their extension centers, as well as increasing opportunities for communication and cooperation with them in the field of total quality management. As for the item (Inviting all employees in the extension organization's formations to inform them of the results of applying total quality management in the training extension centers.), it came in the last order with Mean weighted of (4.149) degrees, and





Percentage weight of (82.98) degrees, and the reason for this may be due to the fact that most of the formations of the Agricultural Extension and Training Department are sufficiently familiar with the application of total quality management, so there is no need to invite them. , so this item came in the last order.

As for the arrangement of the areas of the proposed concept of total quality management in the training extension centers, which number (5), the results of the research showed that the Weighted means for the areas of the proposed concept ranged between (4.169-4.309 ) degrees, with relative And percentage weights between (83.385-86.18) degrees, as shown in Table (6), and therefore all feilds remain within the visualize proposal because these fields have Weighted means for degrees of agreement that are greater than the average default scores for the Visualize Proposal. The perception scale is (3) degrees.

**Table (6):** Distribution of respondents according to the Proposal Visualize.

Field number in the form	Items	Managers		Employees		Wei(mean) of managr & employee	Per(weight) of manager & employeee	sequence
		Weight ed mean	Percentag e weight	Weighte d mean	Percentage weight			
3	Implementation of Total Quality Management	4.327	86.551	4.290	85.806	4.309	86.18	1
2	Planning for Total Quality Management	4.251	85.022	4.307	86.146	4.279	85.584	2
5	Exchange and dissemination of results experiences Application of Total Quality Management	4.230	84.615	4.254	85.09	4.242	84.852	3
4	Evaluation of Total Quality Management	4.210	84.217	4.223	84.461	4.217	84.339	4
1	Preparation for Total Quality Management	4.189	83.796	4.148	82.975	4.169	83.385	5
General rate		4.241	84.840	4.244	84.895	4.243	84.868	

It is clear from Table (6) that the field (implementation of total quality management) came in the first place with a weighted mean (4.309) Degree, And weight percentage (86.18) The degree The reason for this may be attributed to the great importance shown by the respondents to this pain and its basic role in the success of the application process by following all the procedures and instructions contained in the plan set, as well as that no matter how sound and tight the plan, it can not succeed unless implemented well, so it came in the first order as one of the important fields in the process of applying quality management. As for the field (Preparation for Total Quality Management), it came in last place with Weighted mean score of (4.169) and Percentage weight of (83.385) degree. The reason for this may be due to the fact that some respondents do not have sufficient information and experience about the field of preparation for total quality management, so it ranks last. In terms of importance compared to other topics.



in view of the above-mentioned values of the probability that the sample members agree on the visualize proposal , we accept the hypothesis that states that the majority of employees in the extension organization agree with the visualize proposal for applying total quality management in training extension centers in Iraq

## CONCLUSIONS

In view of the results of the research, we conclude the following:

1. The emphasis of all respondents (managers and agricultural extensionists) on the importance of the items and fields of the proposed conception expresses the possibility of its application in the training extension centers.
2. The agreement of all respondents on the items and fields of the proposed conception indicates that its application in the training extension centers will achieve the satisfaction of the targeted rural community and agricultural employees benefiting from the services provided by the centers to them, as well as gain the satisfaction of employees in those centers.

## RECOMMENDATIONS

In view of the results and conclusions of the research, the researcher recommends the following:

1. The need for the Agricultural Extension and Training Department to adopt the application of the visualize proposal in the training extension centers in order to develop their performance and thus provide services that meet the needs, desires and expectations of the targeted, as well as gain the satisfaction of employees in those centers.
2. When adopting the proposed concept, the Agricultural Extension and Training Department should pay attention to all the fields studied within the proposed concept, with a greater focus on the implementation field of total quality management

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