Organizational Obstacles for extension workers and Their Impact on the Effectiveness of Agricultural Extension Management in Sulaymani Governorate - Kurdistan Region- Iraq

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Abstract:

This study aimed to Identify the level of organizational obstacles facing the effectiveness of agricultural extension management in Sulaymani Governorate, As well as Identify the variation in the level of organizational obstacles towards it according to the study variables, The data was collected using a questionnaire from the study population consisting of (96) agricultural extension workers representing (100%) of the size of the study population. The results showed that the level of organizational obstacles facing the effectiveness of agricultural extension management is high and tends to be moderate, the field of planning obstacles came in first place compared to other obstacles, and that there is no significant difference in organizational obstacles towards the effectiveness of agricultural extension management with the variables (Age, Specialization, Educational level, Marital status, Years of extension service, Sources of agricultural information, Participation in training courses), while there is a discrepancy with the variable (Satisfaction with work, Gender), Therefore, the researchers recommend the need to improve the planning process, improve the monitoring and evaluation system, and enhance the training capabilities of agricultural extension workers when preparing future agricultural extension programs in the governorate.

Key words: Obstacles, Organizational Obstacles, Agricultural Extension Management, Effectiveness.

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Introduction:

The agricultural sector stands as a pivotal cornerstone within the economic framework of numerous nations across the globe, encompassing both developed and developing regions,[1] Many developed countries and some developing countries were able to achieve a pioneering agricultural renaissance thanks to the efficiency of their extension agencies. Agricultural extension serves as a paramount instrument within the realm of developmental strategies and agricultural policies, facilitating the attainment of sustainable agricultural progress[2], In its capacity, it contributes to the augmentation of agricultural yields, the empowerment of rural households, and the enhancement of their quality of life [3, 4] Therefore, the advancement of agricultural extension is a push for economic development and being one of the most important developmental tools involved in increasing agricultural production [5], This objective is realized through educational modifications pertaining to the knowledge, skills, and attitudes of farmers and their households, accomplished by the dissemination of agricultural research findings to them.[6]

Agricultural extension, through its agricultural educational extension programs, aims to achieve food security that targets the benefit of all members of society, especially the poor, which can be met through the available agricultural production [7]. The entirety of the extension process is contingent upon agricultural extension personnel, with agricultural extension agents serving as the central linchpins entrusted with the responsibility of realizing the institution's objectives. [6] because they are more aware of the conditions of farmers, and those responsible for providing extension services at the village level, and providing farmers with new agricultural information [9], They must be fully aware of the organizational challenges and problems faced by extension organizations, including the limitation of the existence of specific and written goals and tasks for extension work at the central level and their absence from the rest of the levels. [9] There is a weakness in the performance of many of the basic tasks of the extension organization, the lack of knowledge of the majority of workers in the extension organization about their tasks or the tasks of their units, the absence of some units concerned with providing important extension services, and the lack of independence of the extension system and its integration with agricultural service departments, which leads to the leakage of large numbers of Agricultural extension workers in the extension organization.(10, 5, 11, 12) For an agricultural extension to be able to achieve the aforementioned, it needs basic requirements for its success, including its organization in terms of construction and installation. This requires it to review the organizational structures of the extension agencies or build them again to perform their current and future roles with high efficiency. The tasks of each unit of the institution and the methods of official communication between these units, so it is necessary for the workers in the extension apparatus to organize themselves and their relationship with the target audience on the one hand, and between the various other bodies and organizations working in the field of agricultural extension on the other hand, to build an integrated extension organization through which a purposeful extension educational message can be achieved [13]. Despite this, studies conducted in many countries around the world, especially in developing countries, confirmed that agricultural extension services were not very effective and suffered from many problems, including weak organizational structures, a central problem, lack of delegation of powers, lack of funding sources, weak operating budget, weak academic programs before service, absence of appropriate training opportunities, lack of a clear and integrated mechanism to link agricultural extension with scientific research institutions, in addition to the absence of coordination with the faculties of agriculture and veterinary medicine, the media, non-governmental organizations, and the private sector. [12, 14, 15, 16, 17, 18, 19, 20, 21, 22].

This situation closely mirrors the circumstances within extension organizations operating in the Kurdistan Region,

particularly within the Sulaymani Governorate, an integral component of the Kurdistan Region, which confronts similar challenges as other extension organizations throughout Iraq. (11,5), In light of the aforementioned considerations and the absence of prior research addressing impediments to the structuring of agricultural extension efforts, this study aims to provide insights into the following two inquiries:

1. What are the Organizational hindrances that impede the effectiveness of the Agricultural Extension Management within Sulaymani Governorate?
2. Is there a misalignment between the independent variables investigated among the respondents and the Organizational Obstacles impacting the effectiveness of Agricultural Extension Management?

Objectives of the study:

1. Identifying the level of Organizational Obstacles facing the effectiveness of Agricultural Extension Management in Sulaymani Governorate.
2. Ranking the fields and items of Organizational Obstacles facing the effectiveness of Agricultural Extension Management in Sulaymani Governorate.
3. Identifying the discrepancy between the independent variables (Age, Gender, Specialization, Educational level, Marital status, Years of extension service, Satisfaction with work, Sources of agricultural information, and Participation in training courses) and the organizational obstacles facing the effectiveness of the agricultural extension department in Sulaymani Governorate.

Hypothesis of the Study:

1. There is a significant difference between the Organizational Obstacles facing the effectiveness of Agricultural Extension Management and the Age.
2. There is a significant difference between the Organizational Obstacles facing the effectiveness of Agricultural Extension Management and the Gender.
3. There is a significant difference between the Organizational Obstacles facing the effectiveness of Agricultural Extension Management and the Specialization.
4. There is a significant difference between the Organizational Obstacles facing the effectiveness of Agricultural Extension Management and the Educational level.
5. There is a significant difference between the Organizational Obstacles facing the effectiveness of Agricultural Extension Management and the Marital status.
6. There is a significant difference between the Organizational Obstacles facing the effectiveness of Agricultural Extension Management and the Years of extension service.
7. There is a significant difference between the Organizational Obstacles facing the effectiveness of Agricultural Extension Management and the Satisfaction with work.
8. There is a significant difference between the Organizational Obstacles facing the effectiveness of Agricultural Extension Management and the Sources of agricultural information.
9. There is a significant difference between the Organizational Obstacles facing the effectiveness of Agricultural Extension Management and the Participation in training courses.

Material and Methods

1. **Research Methodology**: Adopt the descriptive approach that describes and interprets what is, and identifies the relationships that exist between facts and explains them. The descriptive method was employed in collecting the data, in addition to analyzing that data to obtain more accurate and objective facts. [23]
2. **Research area:** The selection of Sulaymani Governorate, situated within the Kurdistan Region, as the focal area for this research is predicated upon its significance as a pivotal agricultural region, upon which a substantial portion of the regional population relies for their sustenance and livelihoods.
3. **Research population**: The research encompassed the entire population of Agricultural Extension Centers within Sulaymani Governorate, totaling nine centers, and all the Agricultural Extension personnel affiliated with these centers,

amounting to a total of 96 Agricultural Extension Workers. The distribution of these Agricultural Extension Workers among the governorate's extension centers is detailed in Table 1:

Table 1: Distribution of members of the research population

N.	Extension center's	Population (Number of Extension Workers)
1.	Centers	42
2.	Dokan	5
3.	Chwarta	5
5.	Chwarqurna	4
6.	Shahrazur	5
7.	Aarbat	6
8.	Chamchamall	11
9.	Darbanixan	4
10.	Qarrahanjir	14
	Total	96

Data collection tool:

A questionnaire serves as a suitable instrument for procuring objective information, data, and factual insights that facilitate the attainment of research objectives. [24]. In pursuit of the research objectives, a bespoke questionnaire was meticulously crafted for this endeavor. The questionnaire featured two distinct sections and was developed following the researcher's exhaustive review of pertinent scholarly and literary sources in the field of agricultural extension. Additionally, expert consultation within this domain was sought, as outlined below: The first section includes independent variables (Age, Gender, Specialization, Educational level, Marital status, Years extension service, Job satisfaction, Sources of agricultural information, Participation in training courses), As for the second section of the questionnaire, it consisted of six fields: The first field is Planning Obstacles, which consisted of (11) items, the second field is Orientation Obstacles, which consisted of (13) items, the third field is Coordination Obstacles, which consisted of (10) items, the fourth field is Implementation Obstacles, which consisted of (10) items, the fifth fields is Communication Obstacles, which consisted of (11) items, and the sixth field is Evaluation Obstacles, which consisted of (13) items, As a quadrilateral scale was used (largely agree, agree, agree to some extent, disagree), weights were given to them (4,3, 2, 1), respectively. The scores within this scale spanned a range of 68 to 272 degrees. For validity face and content validity, the questionnaire was submitted for review to a panel of experts affiliated with the Department of Agribusinesses and Rural Development at the University of Sulaymani. Their input was sought to assess the questionnaire's validity through the inclusion or exclusion of specific items, ensuring its rigor. A pre-test was conducted on a sample consisting of (16) agricultural extension workers in the Garmian administration (outside the scope of the study), The half-split method was followed to measure reliability using the Pearson equation, whose value reached (0.82), and the scale was corrected as a whole using The Spearman Brown equation reached (0.90), and the validity was extracted as (0.95), and thus the questionnaire was characterized by high reliability and validity. And Reliability is deemed satisfactory and acceptable when its value attains or exceeds 0.70 [25], this indicates that the scale yields consistent results when administered to the same individuals under identical conditions upon repetition over time. [26]

Results and Discussion:

1. **Identifying the level of Organizational Obstacles facing the effectiveness of Agricultural Extension Management in Sulaymani Governorate:**

The findings revealed a range of numerical values representing the degree of Organizational Obstacles encountered by extension organizations, as perceived by

agricultural extension workers. These values ranged from a maximum of 227 degrees to a minimum of 97 degrees, with a mean score of 198.01 and a standard deviation of 29.16. Based on these scores, respondents were categorized into three distinct groups to assess the varying levels of Organizational Obstacles, is detailed in Table 2:

Table 2. Distribution of respondents according to the level of Organizational Obstacles

Level of Impact Obstacles	Frequency	%	Mean of Obstacles	Std. Deviation
Low (68 – 136)	7	7.3	102.57	29.16
Medium (137 – 205)	41	42.7	196.22	
High (More than 205)	48	50.0	213.46	
Total	96	100	198.01	

Table 2 indicates that the highest percentage of respondents is (50.0%), with an Obstacles mean (of 213.46) degrees in the high category more than (205), and the lowest percentage of respondents were (7.3%), with an Obstacles mean (of 102.57) degrees in the low category (68-136), Evidently, the results indicate that a substantial majority of the respondents encountered organizational obstacles is high and tends to be moderate, The combined total of respondents falling into the high and medium categories amounted to 92.7%, This may be to the weakness of the agricultural extension policy and its strategy towards the agricultural sector, which led to a lack of financing, a lack of strategic guidance, and a weak organizational structure of the extension institution.

2. Ranking the fields and items of Organizational Obstacles facing the effectiveness of Agricultural Extension Management in Sulaymani Governorate.

2.1 Ranking the fields:

The six identified fields of obstacles that constrain the effectiveness of agricultural extension management exhibited weighted means ranging from 2.50 to 3.17 degrees, with corresponding percentage weights falling within the range of 62.5% to 79.25%. These aspects are presented in descending order based on their prevalence among respondents, as detailed in Table 3.

Table 3. Ranking the fields of Organizational Obstacles

Obstacles	Rank	Weighted Mean	Weight %	Mean	Std. Deviation
Planning Obstacles	1	3.17	79.25	34.48	3.913
Evaluation Obstacles	2	3.15	78.75	40.59	8.867
Communication Obstacles	3	3.09	77.25	33.67	7.065
Coordination Obstacles	4	2.91	72.75	28.80	4.889
Implementation Obstacles	5	2.65	66.25	26.31	4.182
Orientation Obstacles	6	2.50	62.5	32.11	4.484

Table 3: shows that the Planning Obstacles facing the effectiveness of agricultural extension management ranked first according to a weighted mean (3.17) degrees and a weight percentage (79.25%), Perhaps this is because agricultural extension planning requires a deep understanding of variable factors such as technology, weather conditions, agricultural legislation and regulations, agricultural markets, sustainability, and environmental challenges, while the Orientation obstacles ranked last according to a weighted average (2.50) degrees and a percentage weight (62.5%), It is plausible that, in the perspective of agricultural extension workers, this obstacle may carry a relatively lower level of significance when juxtaposed with other obstacles.

2.2. Ranking the Items:

2.2.1 Items of Planning Obstacles:

This fields included (11) items, which were arranged according to the percentage weight obtained by each of the items of the field, is detailed in Table 4.

Table 4. Ranking of the Items of the aspect of Planning Obstacles

Items	Mean of Obstacles	Weight %	Rank
The omission of agricultural extension workers from active participation in the formulation of agricultural policies.	3.75	93.75	1
Non-participation of agricultural extension workers in preparing extension programs in the governorate.	3.69	92.25	2
The non-inclusion of agricultural extension workers in the establishment of the overarching strategy and focal components of agricultural planning.	3.66	91.5	3
The exclusion of agricultural extension workers from participation in the formulation of a training program plan.	3.64	91.0	4
Non-participation of agricultural extension workers in agricultural extension activities.	3.63	90.75	5
Non-participation of agricultural extension workers in the introduction of modern technologies and communication.	3.57	89.25	6
The absence of involvement of agricultural extension workers in the establishment of the overarching framework for future plans.	3.55	88.75	7
Non-participation of agricultural extension workers in selecting extension leaders in the villages.	2.47	61.75	8
Non-participation of agricultural extension workers in supervising and managing agricultural quarries.	2.41	60.25	9
Non-assistance of agricultural extension agencies in identifying the problems and needs of farmers.	2.38	59.50	10
The lack of involvement of agricultural extension workers in routine conferences within the domain of planning.	2.12	53.0	11

Table (4) shows that the item (The omission of agricultural extension workers from active participation in the formulation of agricultural policies) ranked first according to a weighted mean of (3.75) degrees and a weighted percentage (of 93.75%), This may be because agricultural extension workers work directly with farmers and understand their challenges and needs by participating in the development of agricultural policies and legislation, they can represent the interests of farmers and ensure that policy decisions are commensurate with their actual needs, While the item (The lack of involvement of agricultural extension workers in routine conferences within the domain of planning) ranked last, it may be less important compared to other paragraphs in the field of planning.

2.2.2 Items of Orientation Obstacles:

This fields included (13) items, arranged according to the percentage weight that each item of the aspect obtained, is detailed in Table 5.

Table 5. Ranking the items of the aspect of Orientation obstacles

Items	Mean of Obstacles	Weight %	Rank
The multiplicity and inconsistency of the instructions given to the agricultural extension workers.	3.65	91.25	1
Lack of opportunities to contact and speak with the direct manager.	3.49	87.25	2
Not participating in work-related decisions.	3.47	86.75	3
The lack of modern means of communication to communicate with the upper levels.	3.45	86.25	4

The absence of specific responsibilities for all workers in the extension organization.	3.29	82.25	5
Centralization in making decisions related to the extension plans.	3.22	80.50	6.5
There is no balance between the authorities of the extension staff and their responsibilities.	3.22	80.50	6.5
Non-arrival of the agricultural guide's instructions on the appropriate dates.	1.60	40.0	8
The multiplicity of authorities supervising the agricultural extension.	1.53	38.25	9
Lack of justice in the distribution of work among agricultural extension workers.	1.47	36.75	10
Not delegating authority to agricultural extension workers whenever there is a need for that.	1.40	35.00	11
Insufficient recognition by authorities of the endeavors undertaken by agricultural personnel.	1.38	34.50	12
Lack of financial and moral incentives for agricultural extension workers.	1.29	32.25	13

Table 5: shows that the item (The multiplicity and inconsistency of the instructions given to the agricultural extension workers) ranked first according to a weighted average of (3.65) degrees and a weight percentage of (91.25%), The reason for this may be that there are conflicting or multiple instructions, which leads to confusion and confusion of ideas and instructions among agricultural extension workers, and this may affect their guidance to farmers and their ability to provide effective advice and appropriate guidance to them, while the item (Lack of financial and moral incentives for agricultural extension workers) ranked last, the reason may be less important compared to other obstacles in the field of guidance, or the agricultural extension system may focus on other high-priority issues due to national or political considerations. This leads to the omission of the issue of incentives for extension agents in the context of improving extension management.

2.2.3 Items of Coordination Obstacles:

This field included (10) items, which were arranged according to the percentage weight obtained by each of the items of the aspect, is detailed in Table 6:

Table 6. Ranking of the items of the aspect of coordination obstacles

Items	Mean of Obstacles	Weight %	Rank
Lack of coordination in evaluating extension activities and events at the governorate level.	3.80	95.00	1
Lack of coordination between the extension organization and the Directorate of Agriculture to implement extension programs and activities.	3.67	91.75	2
The deficiency in coordination between the extension organization and the Directorate of Agriculture for the formulation of training plans within the governorate.	3.59	89.75	3
The absence of an organizational unit to coordinate between the extension organization, scientific research, and other development organizations.	3.58	89.50	4
Lack of coordination in preparing the extension plans between the extension and the relevant authorities.	3.51	87.75	5
Lack of coordination between the extension The Absence of effective coordination between the extension organization	3.50	87.50	6

within the governorates and the agriculture directorate of the governorate in the development of the extension plan for the respective governorate.			
Lack of coordination in the use of available capabilities to implement extension activities.	3.49	87.25	7
The absence of effective coordination between the extension centers and agricultural scientific research institutions in facilitating the transfer of farmers' issues and requirements.	1.37	34.25	8.5
Inadequate coordination between extension centers and agricultural scientific research entities in the dissemination of contemporary techniques and recommendations to farmers.	1.37	34.25	8.5
Insufficient coordination between the extension organization and scientific research for the implementation of field experiments.	1.28	32.00	10

Table 6: shows that the item (Lack of coordination in evaluating extension activities and events at the governorate level) ranked first according to a weighted mean of (3.80) degrees and a weight percentage of (95%), The reason for this may be that the lack of coordination could lead to the absence of a unified strategy for evaluating extension activities and events, which negatively affects the quality of work and performance evaluation, while the item (Insufficient coordination between the extension organization and scientific research for the implementation of field experiments) ranked last, perhaps the implementation of field experiments was few due to the financial insecurity of both organizations at the present time.

2.2.4 Items of Implementation Obstacles:

This field included (10) items, which were arranged according to the percentage weight obtained by each of the items of the aspect, is detailed in Table 7:

Table 7. Ranking of the items of the aspect of Implementation Obstacles

Items	Mean of Obstacles	Weight %	Rank
The absence of incentives to motivate farmers for active engagement in the execution of extension activities.	3.73	93.25	1
Lack of training for farmers who carry out extension activities	3.71	92.75	2
Not modifying the plan in the light of reality during the implementation of the extension activities	3.68	92.00	3
The exclusion of community leaders from active participation in the execution of extension activities.	3.67	91.75	4
Not delivering solutions to farmers	3.66	91.50	5
Lack of implementation of agricultural statistical surveys on agricultural and livestock activities	3.45	86.25	6
Failure to identify and rectify issues arising during the implementation phase.	1.33	33.25	7
Lack of training for agricultural extension workers who carry out extension activities.	1.17	29.25	8
Inadequate expertise among agricultural extension workers in the execution of extension initiatives.	1.14	28.50	9
Lack of supplies necessary to prepare the implementation of extension activities.	1.05	26.25	10

Table 7 shows that the item (The absence of incentives to motivate farmers for active engagement in the execution of extension activities) ranked first according to a weighted average of (3.73) degrees and a

weight percentage of (93.25%), this may be because this item is a vital factor for the success of agricultural extension management. Achieving such participation requires the provision of appropriate financial and technical support, and the strengthening of trust and communication between farmers and agricultural extension workers, While the item (Lack of supplies necessary to prepare the implementation of extension activities) ranked last, perhaps it may be less important compared to other obstacles in the field of implementation as perceived by agricultural extension workers.

2.2.5 Items of Communication Obstacles:

This field included (11) items, which were arranged in descending order according to the percentage weight obtained by each of the items of the aspect, are detailed in Table 8:

Table 8. Ranking of items in the aspect of Communication Obstacles

Items	Mean of Obstacles	Weight %	Rank
Lack of communication to build joint plans between the extension organization, scientific research, and other development organizations.	3.72	93.00	1
Lack of communication between the extension organization, scientific research, and other development organizations to coordinate the available capabilities	3.70	92.5	2
There are no direct lines of communication between the extension center and agricultural researchers.	3.67	91.75	3.5
The lack of communication between the extension organization, scientific research, and development organizations to implement joint plans.	3.67	91.75	3.5
The lack of communication between the extension organization and the scientific research apparatus for the implementation of field experiments.	3.54	88.50	5.5
Insufficient communication channels between the extension organization, scientific research institutions, and other developmental entities for the purpose of relaying farmers' feedback concerning the recommendations furnished to them.	3.54	88.50	5.5
The lack of continuous communication between the extension organization and other developmental organizations to transfer problems and needs.	3.48	87.00	7
The absence of organizational units in the extension structure to achieve communication between the scientific research and other development organizations.	2.26	56.50	8
The absence of coordination committees in the extension structure to achieve communication between scientific research and other development organizations.	2.18	54.50	9
The absence of liaison members in the extension structure to achieve communication between the scientific research and other development organizations.	2.17	54.25	10
The absence of periodic meetings in the agricultural extension structure to achieve communication between scientific research and other development organizations.	2.10	52.50	11

Table 8 shows that the item (Lack of communication to build joint plans between the extension organization, scientific research, and other development organizations) ranked first according to a weighted average of (3.72) degrees and a weight percentage of (93.00%),

Perhaps this is since communication between the extension organization, scientific research, and other development organizations is vital to achieving integration between everyone's efforts by building joint plans that can enhance the effectiveness of extension management and achieve the best results for farmers, while the item (The absence of periodic or regular meetings in the agricultural extension structure to achieve communication between the scientific research and other development organizations) ranked last, perhaps less important compared to other obstacles in the field of implementation as perceived by agricultural extension workers.

2.2.6 Items of Evaluation Obstacles

This field included (13) items, which were arranged according to the percentage weight obtained by each of the items of the aspect, are detailed in Table 9:

Table 9 shows that the item (The absence of a unit for analyzing reports and field surveys in the governorate) ranked first according to a weighted average of (3.73) degrees and a weight percentage of (93.25%), The reason for this may be that the provision of this unit enhances the evaluation and analytical capacity of the extension management and contributes to improving performance and achieving the desired goals, While the item (Failure to assess the comprehensive strategy and pivotal axes of agricultural planning across all facets of agricultural production) ranked last perhaps less important compared to other obstacles in the field of implementation as perceived by agricultural extension workers.

Table 9. Ranking the items of the aspect of Evaluation Obstacles

Items	Means of Obstacles	Weight %	Rank
The absence of a unit for analyzing reports and field surveys in the governorate.	3.73	93.25	1
Neglecting the quantification of the effectiveness of extension methodologies in attaining the targeted behavioral modifications.	3.69	92.25	2
No criteria for evaluation.	3.68	92.00	3
Deficiency in the continuous monitoring of extension activities through the examination of reports and maintenance of comprehensive extension records.	3.66	91.50	4
Not specifying the beneficiaries of the calendar reports.	3.65	91.25	5.5
Lack of evaluation of agricultural services for farmers according to developments.	3.65	91.25	5.5
Failure to conduct subsequent assessments of agricultural programs by quantifying the beneficiaries of these initiatives.	3.47	86.75	7
Lack of evaluation of agricultural services for farmers according to developments.	3.45	86.25	8
Lack of follow-up to the training of agricultural extension workers	3.41	85.24	9
Neglecting the evaluation of national agricultural policies aimed at fostering a conducive environment and circumstances for the benefit of farmers.	2.21	55.25	10
Absence of diligent monitoring and supervision of activities pertaining to the planning and execution of extension programs within the governorate.	2.17	54.25	11
The omission of an appraisal of the overarching framework governing agricultural development plans within the governorate.	2.16	54.00	12
Failure to assess the comprehensive strategy and pivotal axes of agricultural planning across all facets of agricultural production.	2.11	52.75	13

3. Determining the discrepancy between the independent variables studied by the respondents and the organizational obstacles facing the effectiveness of the agricultural extension department in Sulaymani Governorate:

The findings indicate that the age distribution among respondents ranged from a minimum age of 32 years to a maximum age of 61 years, with a mean age of 46.21 years. The majority of respondents, constituting 72.9%, fell within the age bracket of 42 to 51 years, while the smallest percentage, accounting for 27.1%, was within the age range of 52 to 61 years, as illustrated in Table 10. To ascertain disparities among the mean scores representing the degree of organizational obstacles affecting the efficacy of agricultural extension management across various age groups, an analysis of variance was employed. The calculated value of the analysis of variance was 0.91, which is lower than the critical tabular (F) value. Consequently, the research hypothesis is rejected; this means that agricultural extension workers in different age groups do not differ in their opinions

regarding organizational obstacles

The research findings further revealed that 58.3% of the overall respondents were male, while 41.7% were female. To assess potential variances in mean scores representing the extent of organizational obstacles impacting the efficiency of agricultural extension management across different gender groups, an analysis of variance was employed. The computed value of the analysis of variance was 5.62٩ it is greater than the tabulated (F) value at a significance level (0.05). Consequently, Thus, the research hypothesis is accepted, this means that agricultural extension workers, according to their gender, differ in their opinions regarding organizational obstacles. The results of the research also showed that (9.4%) of the total respondents were from the agricultural extension specialty, while the rest of the respondents were distributed among other non-extension specializations. To test the differences between the arithmetic means of the level of organizational obstacles facing the effectiveness of agricultural extension management and specialization, an analysis of variance was used, and its value was (0.007), which is less than the tabulated (F) value, and thus the research hypothesis is rejected, This means that agricultural extension workers, according to their specialization, do not differ in their opinions regarding organizational obstacles.

The research findings revealed that the largest proportion, comprising 58.4%, pertained to individuals with Bachelor's degrees, whereas the smallest percentage, at 5.2%, represented those with postgraduate qualifications. To examine potential disparities in mean scores denoting the extent of organizational obstacles relative to educational levels, an analysis of variance was conducted, yielding a value of 0.45. This value is less than the critical tabular (F) value at a significance level of 0.01, leading to the rejection of the research hypothesis. Hence, there are no significant differences in the perspectives regarding organizational obstacles among individuals with varying educational levels.

The research outcomes revealed that the highest proportion, accounting for 88.54%, pertained to individuals in the married category, whereas the lowest percentage, at 11.46%, represented those in the single category. To investigate potential disparities in mean scores signifying the extent of organizational obstacles with respect to marital status, an analysis of variance was employed. The resultant value of 0.98 falls below the tabular (F) value at a significance level of 0.05, thus, the research hypothesis is rejected. This means that agricultural extension workers according to social status do not differ in their opinions regarding organizational obstacles. The research findings indicated that the maximum recorded duration of service was 28 years, while the minimum was 3 years, with an average tenure of 13.73 years. Among the respondents, the highest number of years of service fell within the category of 12 to 20 years, comprising 66.7%, while the lowest percentage, at 12.5%, was attributed to those with (More than 20) years of service. To assess potential disparities in mean scores denoting the extent of organizational obstacles relative to years of

service, an analysis of variance was employed. The computed value of 1.81 falls short of the tabular (F) value at a significance level of 0.05, leading to the rejection of the research hypothesis. Therefore, it can be concluded that agricultural extension workers, based on their years of service, do not exhibit significant variations in their perspectives concerning organizational obstacles.

The research findings also revealed that 58.3% of the total respondents expressed a moderate level of satisfaction with their work, 22.9% reported a high degree of satisfaction, and 18.8%

Table 10. Distribution of researchers according to independent variables

Variables	Frequency	%	Average obstacles	Std. Deviation	F	Sig.
Age						
32- 41	32	33.3	199.28			
42-51	38	39.6	193.39	29.16	0.91	0.40
52 - 61	26	27.1	203.19			
Gender						
Male	56	58.3	203.84	29.16	5.62	0.02
Female	40	41.7	189.85			
Specialization						
Agricultural extension	9	9.4	198.78			
Non-Agricultural extension	87	90.6	197.93	29.16	0.007	0.93
Educational attainment						
High School	15	15.6	191.67			
Diploma	20	20.8	195.30	29.16	0.45	0.71
Bachelor	56	58.4	200.16			
High Graduate	5	5.2	203.80			
Marital Status						
married	85	88.54	199.14	29.31	0.98	0.32
single	11	11.46	189.82			
Years of extension service						
3-11	20	20.8	206.40			
12-20	64	66.7	197.56	29.16	1.81	0.169
More than 20	12	12.5	186.42			
job satisfaction						
(7 – 14) Negative	18	18.8	181.6			
(15 – 22) Neutral	56	58.3	200.34	29.16	4.31	0.016
More than (22) Positive	22	22.9	205.95			
information sources						
(12– 24) Low	16	16.7	193.44			
(25 – 37) Medium	60	62.5	197.00	29.16	0.75	0.473
More than(37) High	20	20.8	204.70			
Participation in the training course						
Participated	72	75.00	196.18	29.16	1.13	0.289
Non-Participated	24	25.00	203.50			
Total	96	100				

Iindicated dissatisfaction with their work in agricultural operations with farmers. To

explore potential variances in mean scores denoting the extent of organizational obstacles in relation to job satisfaction, an analysis of variance was applied. The calculated value of 4.31 exceeds the tabular (F) value at a significance level of 0.05, leading to the acceptance of the research hypothesis. Consequently, it can be concluded that agricultural extension agents, based on their job satisfaction levels, exhibit significant variations in their perspectives concerning organizational obstacles.

The research findings revealed that the highest numerical value representing the utilization of information sources was 48 degrees, while the lowest numerical value was 15 degrees, with an average score of 32.39 degrees. The respondents' exposure to information sources was categorized into three groups, as illustrated in Table 7. The majority of respondents, comprising 62.5%, fell within the category of 25 to 37 degrees, while the smallest percentage, at 16.7%, belonged to the 12 to 24 degrees category.

To explore potential variances in mean scores denoting the extent of organizational obstacles in relation to information sources, an analysis of variance was conducted, yielding a value of 0.75. This value is lower than the tabular (F) value at a significance level of 0.05, leading to the rejection of the research hypothesis. Consequently, it can be deduced that agricultural extension agents, based on their sources of information, do not exhibit significant variations in their perspectives regarding organizational obstacles, as presented in Table 10.

The research findings indicated that 75% of agricultural extension workers did not engage in any training courses, while the remaining 25% participated in such courses.

To explore potential variances in mean scores denoting the extent of organizational obstacles in relation to participation in training courses, an analysis of variance was employed. The calculated value of 1.13 falls below the tabular (F) value at a significance level of 0.05. Consequently, the research hypothesis is rejected, signifying that agricultural extension workers, based on their participation in training courses, do not exhibit significant differences in their perspectives concerning organizational obstacles, as delineated in Table 10.

Conclusions:

1. The level of organizational obstacles facing the effectiveness of the agricultural extension management in the Sulaymani governorate tends to be high, We conclude from this to the weakness of the agricultural extension policy and its strategy towards the agricultural sector, which led to a lack of funding, a lack of strategic direction, and a weakness of the organizational structure of the responsible extension institution. on the implementation of agricultural extension policy in the governorate

2. The planning and evaluation obstacles facing the effectiveness of the Agricultural Extension management in Sulaymani Governorate came in first and second place, respectively, We conclude from that:

- Poor planning leads to unclear objectives and required procedures, lack of necessary resources, and lack of clear definition of roles and responsibilities, which affects the ability of agricultural extension workers to achieve the desired results.
- Lack of standard indicators, if clear and tangible standard indicators and standards are not defined to measure the performance of extension management, lack of data , if the data necessary to evaluate the performance of extension management is not sufficiently collected, it may be difficult for agricultural extension management to achieve its results in a better way.

3. A disparity exists in the perspectives of agricultural extension workers regarding the organizational obstacles that hinder the effectiveness of agricultural extension management in Sulaymani Governorate, according to the research variable (Satisfaction with work, Gender). We conclude from this that job satisfaction is an important factor in achieving the effectiveness of extension management. If extension workers are satisfied with their work, this can contribute to enhanced performance and success, even in the presence of organizational constraints.

4. There is no discrepancy in the opinions of agricultural extension agents towards

organizational obstacles that face the effectiveness of agricultural extension management according to the research variables (Age, Specialization, Educational level, Marital status, Years of extension service, Sources of agricultural information, Participation in training courses), This is a result of the high harmony between the agricultural extension workers in their various categories in their awareness of these obstacles.

Recommendation and Suggestion:

1. The need to improve the planning process, The planning process must be comprehensive and clearly defined to ensure the achievement of the desired goals. Specific objectives and procedures must be defined, and responsibilities and roles distributed. Required resources should be effectively identified and allocated.
2. Improving the monitoring and evaluation system: An effective system for monitoring and evaluating the performance of the agricultural extension management should be put in place to identify strengths and weaknesses and identify areas that need improvement.
3. Enhancing training capabilities Agricultural extension workers should receive continuous training to enhance their technical and professional capabilities.
4. Taking into consideration the constraints found by the study when preparing future agricultural extension programs in this field.
5. Undertaking additional research endeavors akin to this study, with the objective of uncovering supplementary factors and impediments that could potentially influence the efficacy of agricultural extension management.

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المعوقات التنظيمية للمرشدين الزراعيين واثرها على فعالية ادارة الارشادية الزراعية في محافظة السليمانية – اقليم كردستان – العراق

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● تاريخ استلام البحث2023/11/23 وتاريخ قبوله 2023/12/20.

الملخص

استهدف البحث تحديد مستوى المعوقات التنظيمية التي تواجه فعالية ادارة الارشادية الزراعية في محافظة السليمانية ، فضلاً عن تحديد التباين في مستوى المعوقات التنظيمية نحوها وفق متغيرات البحث، وقد تم جمع البيانات باستخدام استمارة استبيان من مجتمع البحث الذي يشمل (96) مرشدا زراعياً يمثلون (100%) من حجم مجتمع البحث، وقد أظهرت نتائج البحث ان مستوى المعوقات التنظيمية التي تواجه فعالية ادارة الارشادية الزراعية عالي يميل إلى متوسط ، وبينت نتائج البحث ان مجال معوقات التخطيط جاءت في المرتبة الاولى مقارنة بالمعوقات الاخرى، وانه لا يوجد تباين في معوقات تنظيمية نحو فعالية الادارة الارشادية الزراعية وفق متغيرات البحث (العمر، ، الاختصاص ،المستوى التعليمي ، الحالة الاجتماعية ، سنوات الخدمة الارشادية ، مصادر المعلومات الزراعية، مشاركة في الدورات التدريبية) في حين يوجد التباين وفق متغير (الرضا عن العمل، الجنس)، لذا يوصى الباحثون بضرورة تحسين عملية التخطيط و تحسين نظام المراقبة والتقييم و تعزيز القدرات التدريبية للمرشدين الزراعيين عند إعداد برامج إرشادية زراعية مستقبلية في المحافظة.

الكلمات مفتاحية: المعوقات ، المعوقات التنظيمية ، الادارة الارشادية الزراعية، الفعالية.