

## A PROPOSED SCENARIO FOR THE SELECTION OF AGRICULTURAL EXTENSION MANAGERS IN THE GOVERNORATES OF THE CENTRAL REGION OF IRAQ

B. A. R. AL-SAADY

A. Q. M. AL-CANAY

Prof.

Research

Dept .Agric .Exten .Coll .Agric .Univ .Baghdad

dr\_bayan\_rida@yahoo .com

### ABSTRACT

The aim of this research was to develop a proposed Conceptualization for the requirements of selecting agricultural extension managers in the governorates of the central region of Iraq and to identify the opinions of the respondents regarding the proposed Conceptualization. To achieve the research objectives, the proposed sampling scale was prepared for the selection requirements of agricultural extension managers in the light of the relevant literature, Of the proposed Conceptualization, and then present the proposed scale of vision to a group of experts in the field of agricultural management and extension to explore their views on the components of the proposed scenario (areas, paragraphs) and verify its validity and determine the proportion of agreement (75%) and more of the views of experts The presentation of the proposed requirements for the selection of agricultural extension managers was completed in its first modified form, consisting of (73) paragraphs divided into (6) areas: 1. Fundamentals of selection of managers 2. Personal characteristics - 3) Human relations 4) Decision making 5 - Technical skills 6 - Creativity. The research was conducted on the governorates of the Central Region (8) Governorates. The Governorates of AL-Anbar and Salahuddin were excluded for the poor security situation. By (70%) and by (4) provinces (Baghdad, Babylon, and the data were collected from the respondents by means of the questionnaire and in the personal interview method to indicate the degree of their approval of the proposed areas and areas of the proposed scenario. The final form of the paragraphs and areas was reached. The proposed scenario for the selection of agricultural extension managers using the following criterion: The paragraph shall be within the final form of the proposed scenario if it obtains a weighted mean greater than the mean of the scale of the approval scale used in the research of (3) degrees. In the final form of the proposed conceptualization for each of them to obtain a weighted mean greater than the mean of (3) degrees. Therefore, the researcher recommended that the competent authorities (the directorates of agriculture in the governorates, extension and agricultural training department) In order to improve and develop the administrative work of the agricultural extension system.

Key words: Proposed Conceptualization, agricultural extension managers, selection Part of M.Sc. thesis of the First author

السعدي والكناني

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تصور مقترح لمتطلبات اختيار مدراء الارشاد الزراعي في محافظات المنطقة الوسطى من العراق

اسماء قاسم مهدي الكناني

بيان عبد الجبار رضا السعدي

باحثة

استاذ

جامعة بغداد / كلية الزراعة / قسم الارشاد ونقل التقنيات

dr\_bayan\_rida@yahoo .com

### المستخلص

استهدف البحث وضع تصور مقترح لمتطلبات اختيار مدراء الارشاد الزراعي في محافظات المنطقة الوسطى من العراق، والتعرف على آراء المبحوثين بخصوص التصور المقترح، ولتحقيق اهداف البحث اعدت استبانة مقياس التصور المقترح لمتطلبات اختيار مدراء الارشاد الزراعي في ضوء الادبيات ذات العلاقة بالموضوع و آراء الخبراء المتخصصين لتكوين الصورة الاولى للتصور المقترح ثم عرض مقياس التصور المقترح على مجموعة من الخبراء في مجال الادارة والارشاد الزراعي لاستطلاع آراءهم عن مكونات التصور المقترح (مجالات، فقرات) والتحقق من صلاحيته وحدد نسبة اتفاق (75%) فاكثر من آراء الخبراء كشرط لبقاء المجال او الفقرة ضمن الشكل الاولي للتصور المقترح. ومن خلال هذا العرض تم الخروج بالتصور المقترح لمتطلبات اختيار مدراء الارشاد الزراعي بصورته الاولى المعدلة والمكون من (73) فقرة توزعت على (6) مجالات هي: 1-اساسيات اختيار المدراء 2- السمات الشخصية 3-العلاقات الانسانية 4-اتخاذ القرارات 5-المهارات الفنية 6-الابداع. وقد اجري البحث على محافظات المنطقة الوسطى البالغ عددها (8) محافظات، وقد استبعد محافظتي الانبار وصلاح الدين لسوء الاوضاع الامنية فيهما، لذا اقتصر البحث على (6) محافظات، وسحبت عينة عشوائية منها بنسبة (70%) ويواقع (4) محافظات وهي (بغداد، بابل، واسط، كربلاء المقدسة)، واشتمل البحث على جميع المبحوثين في المحافظات المشمولة بعينة البحث والبالغ عددهم (213) مبحوثاً، وقد جمعت البيانات من المبحوثين بوساطة الاستبانة وبطريقة المقابلة الشخصية لبيان درجة موافقتهم على فقرات ومجالات التصور المقترح، وقد تم التوصل الى الشكل النهائي لفقرات ومجالات التصور المقترح لمتطلبات اختيار مدراء الارشاد الزراعي وذلك باستخدام المعيار الاتي: تكون الفقرة ضمن الشكل النهائي للتصور المقترح اذا حصلت على وسط مرجح اكبر من الوسط الفرضي لدرجات مقياس الموافقة المستخدم في البحث والبالغ (3) درجات. وقد كانت النتيجة بقاء جميع الفقرات والمجالات في الشكل النهائي للتصور المقترح لحصول كل منها على وسط مرجح اكبر من الوسط الفرضي البالغ (3) درجات، وعليه قد اوصت الباحثة بضرورة تبني الجهات المختصة (مديريات الزراعة في المحافظات، دائرة الارشاد والتدريب الزراعي) التصور المقترح لمتطلبات اختيار مدراء الارشاد الزراعي من اجل تحسين وتطوير العمل الاداري لجهاز الارشاد الزراعي.

كلمات مفتاحية: تصور مقترح، مدراء الارشاد الزراعي، اختيار

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## INTRODUCTION

The rural development aims to bring about progressive changes to promote rural economically, socially, culturally and environmentally with democratic approaches that ensure broad participation in planning, implementation and evaluation and aim to integrate official and grassroots efforts to bring about the changes required for the development of natural and human resources and equity in the distribution of development returns in societies. There are many institutions that contribute to the achievement of rural development, including agricultural extension, which is characterized by different educational institutions, which aims to teach the rural population how to identify and prioritize the problems facing them, as well as providing them with the knowledge and skills that enable them to work to solve their problems and appropriate and efficient exploitation of their productive resources (8). Therefore, agricultural extension is highly responsible for achieving rural development because it is one of the tools of rural development by helping rural people adopt innovative ideas Which will improve the level of their economic, social and cultural and thus improve the level of the rural community (15). An effective supervisory body requires different categories of staff to carry out various tasks at various levels of this body, especially administrators. The manager is a key element in the administrative process. He is a member of the organization responsible for mobilizing the organization's resources and interacting with other members at all levels of management to achieve the desired objectives(20). He is responsible for planning, coordinating and coordinating the work, tasks, and duties of subordinates. He trains and rehabilitates them, instructs, orders, supervises their work, monitors their achievements and evaluates their job performance(13). It is also an effective and efficient model for crisis resolution and management. It is a director of resources and inputs and a follower of decisions. It is the responsibility of the organization to achieve the objectives of the organization through its ability to formulate plans And to follow up the implementation and direction of activities and events in the

right direction and good selection of staff and coordination and effective dealing with them and knowledge of the abilities and needs of workers and motivate them and harness their abilities towards achieving the goals (18). In this regard, Abdul-Alim pointed out in his study that the organization depends to a great extent in its pursuit of its objectives and its responsibilities on the basis of its objectives and responsibilities. The level of performance of the managers they work in, i.e. when managers can perform their administrative functions well, this leads to the success of the organization and its effectiveness in achieving its goals(3), and noted in his study that the performance of the organization guidance for the message affected the functions and roles of the director (6), as well as the level of organization they are in(17). The way managers perform their tasks at all levels of the organization is what determines the efficiency and effectiveness of the organization they manage. In spite of the importance of the extension manager and his role in raising the efficiency of the performance of the agricultural extension system, the reality indicates that there is a weakness in his performance (guidance manager). The study indicated that there is a weakness in the performance of the extension department and the absence of some of its activities at all administrative levels (10), and noted (Salhi) in his study that the performance of the guidance manager is not satisfactory (21), km (5). In his study, Al-Hamdani pointed out that the weakness of the administrations of the extension organizations was reflected in the performance of these organizations in providing their services to the targets (7). This weakness in the performance of agricultural extension managers may be attributed to several reasons, perhaps the most important of which is the selection process ,The Selection is the process that allows the organization to select the best candidates for the job in order to achieve the objectives of the organization. This process aims to achieve compatibility between the duties and responsibilities of the job and the qualifications and abilities of the candidate (4), so the success of the organization depends on the good choice of an efficient and qualified manager to perform the

work and take full responsibility (2), preparedness and validity. And the ability to achieve the goals are the scientific basis for the selection of managers in the organization and join them in the work that corresponds to their readiness and tendencies and abilities in the light of efficiency and merit in order to finally put the right person in the right place. There are many researchers agree that the success of the director in his leadership role depends on (Al-Zarabi) in his study that the organizations are looking for the best methods for selecting candidates for the administrative position in order to avoid many of the legal, financial and administrative problems resulting from poor selection (11), His study (19). Al-Matrafi pointed out in his study that choosing a manager who possesses a human characteristic contributes to raising and developing his administrative work (9), while Ababneh and Al-Shaqran pointed out that selecting the creative director is a necessary task in facing the various challenges and crisis management. It works to raise the efficiency of the employees and improve the performance of the administrative units. The ability to innovate is one of the most important requirements that must be met in the administrative work (1). Despite the importance of the selection of agricultural extension managers as an important and necessary to increase the efficiency and effectiveness of the management of this device and improve its quality, the reality indicates that the process of selecting these managers is not based on scientific and objective basis, as most of the extension organizations in developing countries, A simple information test, and a short interview are used to select its directors. Using this method, it is impossible to distinguish between an effective candidate and an ineffective candidate for managerial positions (22). Based on the above, he was keen to select the appropriate quality for the agricultural extension managers to be responsible for their responsibility, and the absence of previous guidance studies on the selection requirements of agricultural extension managers in Iraq. Therefore, the aim of the research is: Central region of Iraq through the following areas: (Personal traits,

human relations, decision making, technical skills, creativity).

## **MATERIALS AND METHODS**

In order to achieve the objectives of the research, the descriptive approach, which is one of the forms of scientific analysis and interpretation, was used to describe a phenomenon or a specific problem by collecting and classifying the data and information on the phenomenon and its classification and analysis and subjecting it to careful study to reach accepted generalizations (16). This approach is appropriate for obtaining detailed data and facts about the proposed conceptualization for the selection of agricultural extension managers in the central governorates of Iraq.

### **Research area**

The research area included the governorates of Baghdad, Babil, Karbala, Anbar, Najaf, Diyala, Wasit and Salah al-Din, while the governorates of Salah al-Din and Anbar were excluded from these governorates for security reasons. The research community was limited to 6 governorates. A random sample of 70% was selected. Thus, the governorates covered were Baghdad, Babylon, Wasit, and Karbala. The research was limited to all respondents in the sample of governorates (213), including assistant director general of extension and agricultural training department, and all the managers of the training centres and their meanings of the extension and agricultural training department in the governorates included in the research sample, which are 10 participants. All the indicative farm managers of the training centres in the governorates included in the research sample were 19 participants. All the directors of the directorates of agriculture in the governorates surveyed and their assistants, all the heads of agricultural extension departments in these regions are 15 respondents. All the heads of the agricultural departments and their agents and the officials of the agricultural extension units in the governorates covered by the research sample. The total number of the sample was 213 respondents.

### **Data collection tool**

The questionnaire was prepared as a tool for collecting data related to the proposed conceptualization of the selection requirements

of agricultural extension managers since it is suitable for the research methodology used. A questionnaire is a primary tool of data collection tools needed by the researcher in the study of phenomena and events(14). The questionnaire included the construction of the proposed visualization scale for the selection requirements of agricultural extension managers. The scale was passed through a series of stages:

**Prepare the scale in its preliminary form:** In the light of the literature concerning the selection of directors and previous studies and the opinions of experts and specialists in this field, the proposed measurement of the requirements for selection of agricultural extension managers was prepared in its preliminary form, which consists of six areas: Technical skills, creativity, and the paragraphs consisting of these areas 77 paragraphs.

**Development of the scale (presentation of areas and paragraphs to experts) :**The fields and paragraphs were presented in a preliminary form to a group of experts and specialists in the field of agricultural extension and management, the experts were 20 experts. By the used questionnaire to indicate the degree of their approval on the fields and paragraphs of each field in light of the approval scale of three Levels are: Agree, agree with modification, Disagree.

**Determination of the criterion of approval of the experts (cutting threshold ) on the areas and paragraphs of the scale:**The standard or the cutting threshold is the basis for judging the omission of the areas and paragraphs of the scale, the cutting threshold was set at 75% and more than the experts' approval for the remaining proposed scale areas and paragraphs.

**Calculation of the averages of the approval of the experts in the fields and the scales of the scale:** The weights were given to the levels of the scale of approval as follows:

Agree = 2, Agree with the adjustment = 1, is Disagree = 0, so the scale ranged from 0-2 degrees, and the averages were calculated by calculates the total scores obtained divided on the number of experts.

**Preparing the final scale (finalization of areas and paragraphs):** In comparison with the average of the experts' approval of the

areas and the scales of the scale with the cutting threshold to finalize the scale, all fields and paragraphs achieved 75% and more. The cutting threshold for the suggested measurement scale for the requirements of the selection of agricultural extension managers was 93.54% The number of paragraphs of the scale has reached 73 points divided into six fields, thus achieving the first objective of the research by coming up with the final version of the proposed conceptualization.

**Stability check:** Stability means the degree of stability of the resolution or the measuring instrument. Stability means the degree of consistency or consistency between the results of two measures in estimating a characteristic or behaviour. The degree of stability of the measuring instrument varies according to the field in which it operates (12) A preliminary test of the pre-test was carried out in November 2016 on a sample of the respondents in Najaf Governorate and that covered the director of the Directorate of Agriculture of Najaf, Head of Agricultural Extension Department in Najaf Agriculture Directorate, the heads of the agricultural divisions of the Najaf Agriculture Directorate, 9 agricultural divisions and 9 officials of Agricultural Extension and Director of Training Centre Extension, and officials of the farmer's guidance, 4 officials representing 4 extension farms, Thus, the initial test sample reached 25 people. In order to measure the stability of the proposed conceptualization scale for the requirements of the selection of agricultural extension managers, the coefficient of Vaccronbach was 0.89 and this is acceptable scientifically.

**Data collection:** The research data were collected through a questionnaire in a personal interview with respondents during the period 01/12/ 2016 - 09/01/2017 of 213 respondents.

**Data analysis:** After the data collection and unloading process, the data were analysed using manual analysis and statistical analysis program (SPSS) and processed statistically. In order to analysis the data, the weights were given 1,2,3,4,5 for the levels of the proposed scale for the selection requirements of agricultural extension managers, Strongly Agree, Agree, Neutral, Disagree, disagree strongly) respectively, and the most important

statistical means to analyse the search data are: weighted mean, percent weight, Alpha Cronbach equation.

**View and discuss the results:** The suggested paragraphs for the proposed areas of the selection of agricultural extension managers are based on weighted ranges between 4.436-3.863 degrees and percentage weights between 88.72 and 77.26 degrees. All these paragraphs reflecting the requirements for selection of extension managers remain within the proposed conceptualization but to varying degrees, for each of them to obtain a weighted average of the approval ratings greater than the mean of the proposed scale of the criteria for the selection of agricultural extension managers used in the research of 3 degrees. As shown in tables (1,2,3,4,5,6):

**Table 1. Distribution of respondents according to the proposed paragraphs of the selection criteria for managers**

Paragraphs	Weighted average	Centric weight	No.
1- The candidate for the post of director of extension should have a bachelor's degree or higher in the field of agricultural extension	4.276	85.52	1
2 - service in the construction work for a period of not less than five years	4.239	84.78	2
5. It shall be a professional record free of penalties or shall be limited to the performance of its direction	4.211	84.22	3
7. The candidate for the post of Director of Guidance shall be a participant in training courses in the field of agricultural extension	4.183	83.66	4

appreciated and more			
6. The candidate for the position of Director of Guidance must have letters of thanks and appreciation	4.126	82.52	5
3. The employee nominated for the position of Director of Guidance must pass the personal interview§§	4.117	82.34	6
	4.032	80.64	7

**Table 2. Distribution of respondents according to the proposed paragraphs for the field of personal characteristics**

Paragraphs	Weighted average	Centric weight	No.
14- Ability to take responsibility in difficult situations faced by extension work.	4.413	88.26	1
9- Has the ability to convince others.			
5- The chosen staff member for the position of Director of Guidance shall enjoy high self-confidence.	4.375	87.5	2
1- The elected employee for the position of Director of Guidance shall enjoy a good reputation and good morals.	4.361	87.22	3
11- Have the ability and desire to cooperate with others.	4.338	86.76	4
7- You have good health.			
12- Enjoy the tongue fluently and good expression.			
6- Be active and necessary to start his administrative work.			
4- The elected staff member for the position of Director of Guidance shall have the flexibility to act.	4.333	86.66	5
	4.295	85.9	6

13 - Obtain the will and steadfastness.			
2- The selected staff member for the position of Director of Guidance shall be calm and balanced in dealing with matters relating to indicative work.	4.291	85.82	7
8 - Be diligent and organized in his work to be a good example of subordinates.	4.286	85.72	8
10 - The level of intelligence is higher than the level of intelligence subordinates.	4.281	85.62	9
3- The employee selected for the position of Director of Guidance has a good appearance.	4.262	85.24	10
	4.248	84.96	11
	4.197	83.94	12
	4.183	83.66	13
	4.037	80.74	14

**Table 3. Distribution of respondents according to the proposed paragraphs of the field of human relations**

Paragraphs	Weighted average	Centric weight	No.
9 - To be fair in the treatment of subordinates in the extension work.	4.297	85.94	1
3- The employee selected for the position of Director of Guidance shall accept the proposals of his subordinates and their constructive criticisms.	4.295	85.9	2
10- The subordinates should feel the importance of their efforts in guiding work.			
1 - To create an atmosphere of love and mutual respect between him and the subordinates on the one hand and the subordinates themselves on the other.	4.276	85.52	3
6 - take into account the relations of	4.248	84.96	4

employees (subordinates) with the target of the rural people.			
8 - to be able to purify the atmosphere of any differences occurs between subordinates.	4.244	84.88	5
12 - be able to use the principle of reward and punishment to guide the behavior of subordinates in the work of guidance.	4.239	84.78	6
7 - be able to motivate subordinates to pay attention to the extension work.			
5 - able to create a sense of reassurance of subordinates in the work of guidance.	4.234	84.68	7
2 - conscious awareness of the tendencies and attitudes of subordinates working with him in the extension work.	4.225	84.5	8
11- The staff member selected for the post of Director is able to monitor the provision of services and amenities for his subordinates.	4.215	84.3	9
4. The staff member chosen for the post of Director should be able to meet the demands of his subordinates and satisfy their needs.	4.206	84.12	10
	4.201	84.02	11
	4.150	83	12

**Table 4. Distribution of respondents according to the proposed paragraphs of the decision-making field**

Paragraphs	Weighted average	Centric weight	No.
11 - to have the ability to choose the alternative (solution) optimally and appropriate and issued as a decision.	4.309	86.18	1
8 - Have the ability to understand the problem and study the reasons before making the decision.	4.305	86.1	2
3 - to take into account the appropriate timing in making the right decisions related to the extension work.	4.295	85.9	3
7 - to have the ability to formulate the resolution clearly so as not to result in confusion or ambiguity.	4.281	85.62	4
1. The employee chosen for the post of Director of Guidance shall be familiar with the concept and importance of taking decisions and their types.	4.267	85.34	5
5 - to take into account the harmony of the decisions taken with the agricultural regulations and regulations accepted in general.	4.262	85.24	6
2 - To be objective in making decisions related to the extension work without being influenced by personal pressures or special interests.	4.248	84.96	7
9. Have the ability to gather and analyze the necessary information about the problem before making the decision.	4.215	84.3	8
13. Be bold and proactive in decision-making on agricultural extension work.	4.201	84.02	9
4 - To involve his subordinates and the competent people in making decisions related to the extension work.	4.200	84	10
10 - Have the ability to develop a number of alternatives (solutions) appropriate to the problem before the	4.178	83.56	11
	4.145	82.9	12
	4.009	80.18	13

adoption of the resolution.			
6 - to have the ability to take responsibility for the decisions he makes.			
12 - to have the ability to follow up the implementation of the resolution.			

**Table 5. Distribution of respondents according to the proposed paragraphs for technical skills field**

Paragraphs	Weighted average	Centric weight	No.
5 - to have the ability to keep up with the latest developments in the field of agricultural extension.	4.436	88.72	1
10 - Have the ability to establish good relations between the Agricultural Extension Service and other relevant bodies.	4.417	88.34	2
16 - To have the ability to evaluate and develop the performance of employees (subordinates) in the agricultural extension system.	4.342	86.84	3
1- To understand the concept and objectives of agricultural extension.	4.319	86.38	4
4 - to have the ability to determine policies related to agricultural extension system.	4.314	86.28	5
12. Have the ability to invest all available resources for the successful implementation	4.309	86.18	6

of the Action Plan 14. To carry out agricultural administrative extension work in perfect manner	4.300	86	7	prepare reports for the extension work and submit them to the higher authorities.	4.103	82.06	15
3 - To be familiar with the laws, regulations, and regulations related to the extension work.	4.295	85.9	8	7 - to have the ability to transfer the instructions and directives of the Ministry of Agriculture to its employees in a clear manner.	3.863	77.26	16
15 - To have the ability to identify the strengths and weaknesses of the results of programs and activities guidance.	4.281	85.62	9				
9 - Have the ability to prepare a future plan to get good staff to work in the agricultural extension system.	4.258	85.16	10				
2 - to know the philosophy and policy of agricultural extension.	4.253	85.06	11				
13 - to have the ability to employ his expertise in agricultural extension work.	4.239	84.78	12				
8 - to have the ability to prepare agricultural extension plans and programs.	4.201	84.02	13				
6 - To have a knowledge background about the rural community and the conditions that it is in order to be able to understand the problems facing it.	4.183	83.66	14				
11 - To have the ability to							

  

**Table 6. Distribution of respondents according to the proposed paragraphs of the field of creativity**

Paragraphs	Weighted average	Centric weight	No.
1- The employee selected for the position of Director of Guidance shall be able to devise new ideas.	4.403	88.06	1
5 - to have the ability to link and integrate the ideas related to agricultural extension work.	4.394	87.88	2
2 - To have the insistence on excellence and continuous success in the administrative work of agricultural extension.	4.338	86.76	3
3 - to be characterized by a love of learning and	4.333	86.66	4

openness to agricultural experiences and new guidance. 6 - not to be afraid of failure in administrative work extension agricultural.	4.309	86.18	5
7 - To be vigilant and aware of what is going on around him in the extension work.	4.253	85.06	6
4 - to have the ability to find new means to address administrative problems and take the necessary decisions to resolve them.	4.248	84.96	7
8. To be able to devise new methods and guidelines to provide extension services to the rural community.	4.164	83.28	8
9 - To have an optimistic outlook and overcome the difficulties and obstacles facing his agricultural extension work.	4.122	82.44	9
11 - To enjoy efficient dealing with information	4.107	82.14	10

technology. 10 - To ignore the comments of colleagues and subordinates negative.	3.971	79.42	11
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In the order of the areas of the proposed conceptualization for the selection of agricultural extension managers (6) fields, the percentage of personal traits in the first order was 4.279, with a mean weight of 85.571. This may be attributed to the great importance that respondents attach to the field of personality traits as a requirement for selecting agricultural extension managers as the basis for the success of the extension manager, the manager's possession of intelligence, flexibility, self-confidence, willpower, etc. makes him able to manage the agricultural extension system (units, departments, etc.) successfully and facilitate his dealings with the relevant authorities.

**Table 7. Distribution of the respondents according to the proposed conceptualization for the selection of agricultural extension managers**

Felids	Weighted average	Centric weight	No.
2- Personality traits.	4.279	85.571	1
5- Technical skills.	4.257	85.141	2
6- Creativity.	4.240	84.804	3
3- Human relations.	4.236	84.717	4
4- Decision-making.	4.224	84.485	5
1 - Basics of selecting managers.	4.169	83.383	6

The field of (basics of selecting managers) came in last place with a weighted average (4.169) degree, Percentage weight (83.383) degrees, this may be attributed to the lack of interest of some respondents in the area of the selection of managers and the length of service and books of thanks and performance evaluation reports and others, because these things may be secondary to equal degrees of quite a few employees but not eligible to fill

administrative positions Has been reached :The confirmation of respondents on the importance of the paragraphs and areas of the proposed conceptualization indicates the appropriateness and possible use of the proposed scenario for the selection of managers in the Agricultural Extension Service , The agreement of the respondents on the importance of the paragraphs and areas of the proposed scenario indicates that the selection of managers of agricultural extension according to the requirements that came with the proposed scenario can have an effective impact on the development of administrative work of the Agricultural Extension Service, which will, in turn, reflect the effectiveness of the performance of agricultural extension work , Although there is an interest of the respondents to all the areas of the proposed conceptualization, namely, the principals of selection of managers, personality traits, human relations, decision making, technical skills, creativity, there is a greater emphasis than respondents on the field of personality traits compared with other areas of the proposed conceptualization

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