

THE SUITABILITY OF ORGANIZATIONAL STRUCTURE OF AGRICULTURAL EXTENSION AGENTS AND ITS IMPACT IN THEIR CAREER EMPOWERMENT.

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Abstract

The population of this study consisted of 70% of agricultural extension agents employed by Extension and Cooperative Department in Baghdad as of October, 2018 (N=91). The scale was developed to determine the suitability of the organizational structure and the functional empowerment of workers in agricultural extension. It consists of two parts. The first part included measuring the suitability of the organizational structure of the workers, consisting of (79) items distributed on (9) axes, placed under a quadrilateral scale (agree, agree, not sure, disagree), and standard weights were given (0,1,2,3) score respectively for positive clauses, and inversely for negative clauses, Thus, the numerical values of the relevance scale ranged between (0-237) degrees. As for the second part of the scale that included job empowerment for employees, it included (41) items under five axes in light of the same scale that was adopted to measure the suitability and thus the numerical values of the measure of the level of job empowerment ranged between (0 - 123) degrees, and to assess the stability of the scale were An exploratory sample was taken from the research community, outside the sample, and the (Feckernbach) coefficient was used, which reached a value of (86.0), (0.89) for the scale of relevance and empowerment, respectively, which indicates that the scale has a high degree of stability. The study showed that the organizational structure of the Agricultural Extension and Cooperative Department was unsuitable for most agricultural extension agents and the extension organization is permeated by weakness in its ability to develop its performance, and weakness in exploitation of human sources. Also, it is showed that administrative communications are moving in one direction from top to bottom, and level of using technology was very low. This study further illustrated that linkage with other agricultural organizations was very weak. In addition, the study showed that level of functional empowerment of agricultural extension workers was moderate and tends to decrease due to lack of motivation, weakness in delegation of powers, and inappropriate work environment for most agricultural extension workers. The study included recommendations that address the obstacles and problems faced the organizational structure to improve the performance of agricultural extension agents and to achieve the functional empowerment.

Key words: Organizational structure, agricultural extension agents, apparent honesty, functional empowerment.

Introduction and Research problem

Management acquires great importance in most developed and developing countries alike because of its active roles in the life of organizations and their sustainability, whether governmental or private and being concerned with distribution and division of work among the members of the organization, and accordingly management and its adoption are inevitable for all institutions of different sizes and nature of their objectives and services they provide (Reusser et. al.,2004 and Chandrasekaran et. al.,2019).The growth of societies and their progress or delay is due to efficiency and effectiveness of approved administrative systems. The optimum and efficient human resources available by expanding roles and defining activities, so it represents a vital function and an essential activity in any administration. In order for organizations to improve efficiency of their management and achieve their goals, it is necessary to build a clear organizational statement that defines the roles and tasks within the organization (Al-Farwa and Al-Louh, 2007: 463 and Midhass et. al.,2021:5).Many researchers and thinkers have stressed the importance of organizational structure and vital roles it plays without an effective and appropriate organizational structure, all administrative processes proceed in a chaotic manner and are not based on stable scientific foundations, as they falter and deviate from their course and objectives (Tran & Taint,2013:260).An organization in its quest to design a successful organizational structure depends largely on its ability to work to find an appropriate work environment and a high ability to achieve a high degree of adaptation and appropriateness between its organizational structure and its objectives. The functionalities that appear in some organizations as a result of adopting inappropriate organizational structures (Kirkman, et.al.,2004,Kumar and Ankit,2020:6). Vozifedoust et al. (2012) and Anderson et al.,(2014:19) have identified dimensions of organizational structures as follows: (formality, complexity, centralization, communication style, ability to develop performance, use of technology, powers and functions, flexibility and control).The positive use of these standards by the administrative organizations will undoubtedly create a state of adaptation and high alignment with the members of the organization, which in turn will be reflected in raising of efficiency performance, developing the spirit of career creativity and motivation to accomplish tasks and perhaps upgrading to level of career empowerment. Undoubtedly, human element, which represents cornerstone of the foundation in organizations and plays an important role in achieving their goals, it was necessary for those organizations to respond to application of modern methods of management that enhance ability of members to acquire knowledge, skill and administrative professionalism (Al-Rumaihi 2011:78).The job empowerment is one of modern administrative methods that enables members of organization to exercise full authority in liberating job responsibilities, and prepares it to be one of basic building blocks upon which we are based on the organization's strategy to face various challenges and developments (Al-Sajari, 2012: 58). In order to give a clear picture of concept of job empowerment. It was expressed by Knight-Turvery, 2006:118) that it is a set of management practices designed to give power to the lower levels in the organization. While Seibert et al.,(2004:332) see that empowerment is increasing the motivation of workers at work by delegating authority to lower levels in the organization. Nowadays, many organizations adopt concept of functional

empowerment, which depends on mutual trust between management and members of the organization and their involvement in decision-making process, building relationships and communication channels, in order to transcend organizational boundaries between management and workers and place them in position of responsibility (Al-Tamimi and Al-Khashali,2004:134).Effendi,(2003:69) has mentioned that there are reasons for empowerment within organization, including need for the organization to be more responsive to external variables, reducing number of administrative levels, optimal utilization of all available resources, and need for senior management not to be preoccupied with routine work and focus on strategic issues. It should be noted that job empowerment has various dimensions, as summarized by Melhem, (2006: 128) such as the dimension of trust between members of the organization, teamwork, self-motivation and participation in decision-making. authority, work environment, and self-direction. Numerous studies and research have indicated the significant impact between dimensions of the organizational structure of organizations on the one hand, and the level of employee empowerment on the other hand. Another study of Ali and Ahmed, (2007:89) it was shown that there is a significant effect of some characteristics of organizational structure of studied institution and participation of employees in making decisions and delegating authority to them. While Baybordi et. al.,(2013:24) found a significant relationship between centralization, degree of complexity, type of communication, and extent to which workers are empowered to perform their work optimally. Another study of ACHCAOUCAOU et al., 2013: 93) showed a positive relationship between the organization's flexibility and its ability to develop performance and degree of officialdom on the one hand, and on the other hand overflow of authority among workers, building confidence and building the capabilities of self-monitoring.

A study (Al-Ajili, 2005:180) indicated that the significant impact between the dimensions of the organizational structure of agricultural extension organizations in Iraq is weakness in directing the work of the employees working in it and the experiences they possess, as well as their performance of their daily work, and the unsuitability of the organizational structure to the requirements of work in the field of agricultural extension, as well as the lack of a relationship between centralization and the degree of complexity, and another study (Al-Hamdany, 2013:154) showed that there is a non-significant effect of some elements of the organizational structure in Iraq, including the participation of employees in making decisions and delegating authority to them, As well as the excess of authority among workers in the management of the organization, weakness in capacity-building and self-control between the different levels of the organization, as well as the lack of coordination between the Central Administration of Agricultural Extension and its branches in the governorates of Iraq.

The extension organization, like other organizations in Iraq, suffers from many problems, which are represented in traditional methods and procedures in managing organization. Administrative and technical issues as a result of quotas imposed on government institutions after events of 2003. Based on the foregoing, the idea of the study came in an attempt to answer the following research questions:

1. What is the appropriateness of the organizational structure adopted in the extension organization?
2. What is the level of functional empowerment of agricultural extension workers in the extension organization?
3. What is the level of job empowerment for agricultural extension workers working in the extension department according to each of the job empowerment axes?
4. What is the relationship between the appropriateness of the organizational structure of agricultural extension workers and the level of their job empowerment?

Objectives

First: Identify the appropriateness of the organizational structure adopted in the guiding organization, through the following:

1. The suitability of the organizational structure of the workers in the extension organization in general.
2. The suitability of the organizational structure of agricultural extension agents according to the dimensions of the organizational structure.
3. The suitability of the organizational structure of agricultural extension agents according to each of the dimensions of the organizational structure, according to the following:
 - A. The ability of the agricultural extension department to develop its performance.
 - B. The degree of complexity, formality, and centrality.
 - C. The organization's ability to exploit human resources and use technology at work.
 - D. The efficiency of administrative communications and the overlapping of powers and functions.
 - E. Organizational links with relevant internal and external organizations.

Secondly: Identifying the level of functional empowerment of agricultural extension workers in the extension organization.

Third: identifying the level of job empowerment for agricultural extension workers working in the extension department according to each of the axes of the job empowerment variable, (first: delegation of work powers, second: self-motivation, third: a sense of job value, fourth: work environment, fifth: loyalty to the organization).

Fourth: is the relationship between the variable of the appropriateness of the organizational structure of agricultural extension workers and the level of their job empowerment.

Research hypothesis

There is a significant correlation between the appropriateness of the dimensions of the organizational structure of the extension organization and the level of the functional empowerment axes of the agricultural extension workers working in it.

Research importance

The importance of the research is embodied as following:

1. Getting to know the reality of the organizational structure of extension organization and its suitability for activities and extension activities it provides to targets and how it affects negatively or positively level of empowering agricultural extension workers to accomplish their job tasks.

2.This study provides a theoretical and practical framework linking the variables of appropriateness of organizational structure and level of empowerment of agricultural extension agents.

3.The importance of the study stems from being one of rare studies that dealt with the appropriateness of organizational structures, events and activities provided by indicative organization.

Materials and Research Methods

Research Methodology:

In order to understand the aspects of research and test hypotheses, the descriptive analytical approach was adopted to study the subject, as it provides data and facts about the organizational structure of the Agricultural Extension Organization and its suitability for activities and extension activities and its impact on empowering agricultural extension workers in the organization.

Research community:

The study included all agricultural sprinklers working in the Agricultural Extension Department, amounting to (130) agricultural employees distributed among all departments of the Extension Department, and a random sample was drawn at a rate of (70%) so that the total of the surveyed community was (91).

Scale building :

Through the researchers' review of literature and scientific sources related to subject of the study, the scale was developed to determine appropriateness of organizational structure of extension organization. By studying the dimensions of the organizational structure and another measure to identify level of functional empowerment of agricultural extension workers were working in the extension organization for purpose of identifying apparent validity of the scale, it was presented to a group of experts in fields of management, psychology, and agricultural extension to express their views on the axes and paragraphs of the proposed scale (79) paragraphs distributed on (9) axes placed under a quadrilateral scale (exactly agree, agree, not sure, do not agree), and standard weights (0, 1, 2, and 3) were given a degree respectively for positive paragraphs, and inversely for the negative paragraphs and thus numerical values of suitability scale ranged between (0-237) degrees. As for measure of functional empowerment for agricultural extension workers, it included (41) items under five axes in light of same scale that was adopted to measure the suitability. Thus, the numerical values of measure of level of functional empowerment ranged between (0 - 123) degrees, as shown in table (2). In order to estimate the scale's stability, a survey sample was taken from research community and the (Fakronbakh) coefficient was used, which reached a value of (86.0), (0.89) for scale of appropriateness and scale of empowerment respectively which indicates that the scale enjoys a high degree of stability.

Table 1. Degrees of stability of scale suitability and functional empowerment.

Variable	Number of axes	Number of paragraphs	Degree of stability
The suitability of organizational structure of guiding organization	9	79	86%

Career Empowerment for Agricultural Extensions	5	41	89%
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Data collection:

The questionnaire was adopted as a tool for data collection, which consisted of two parts. The first part includes a measure of appropriateness of the organizational structure of the extension organization and number of its paragraphs (79), placed under nine axes, While for second part of form, it included (41) paragraphs of the measure of functional empowerment for agricultural extension agents and placed under five axes. The data was collected from the agricultural extension workers in the extension organization during the month of October, 2018.

Results and their discussions

First: Identify the appropriateness of the organizational structure adopted in the guiding organization, through the following:

1.The suitability of the organizational structure of the workers in the extension organization in general.

The scores of respondents (91) ranged between (88-202) degrees according to a scale that determines the suitability of the organizational structure of workers of extension organization in general, between (0-237) degrees and an average of (108.03) degrees. Through the data listed in table (2) the results showed that more than three quarters of respondents (77%) believe that suitability of structure to organization in which they works is described as medium to low. As far as, one third of respondents consider that suitability for them is weak while it is only (20%) of respondents that suitability for them was high.

Table 2.Number and percentages of respondents according to appropriateness of organizational structure for agricultural guidance to them.

Suitability	No.	%
Low fit range less than 88 degrees	30	33
Medium fit range (88-126) degrees	43	47
More high suitability 126 degrees	18	20
Total	91	100%

2.The suitability of the organizational structure of agricultural extension agents according to the dimensions of the organizational structure.

In order to identify suitability of the organizational structure of the Agricultural Extension Department for its employees according to dimensions included in appropriateness variable. The results showed in table (3) that high percentage of respondents believe that extension organization has weaknesses in its ability to develop its performance and that procedures. The work in it is highly complex so as central and formal are characterized by weakness in field of exploitation and development of human resources and using of technology. The results contained in table (4) showed that a high percentage of workers see a significant weakness in field of exploitation and development of human resources and using of technology in the extension organization according

to dimensions of organizational structure. It was noted that efficiency of administrative communications is slow and that powers and functions are overlapping unclear and specific to many employees. The degree of interdependence coordination and cooperation with relevant institutions and departments was very weak.

Table 3. Numbers and percentages of respondents according to their opinions on appropriateness of each dimension of organizational structure.

Respect.	Axis	High	%	Medium	%	Low	%
1	The organization ability to develop performance .	22	24	38	42	31	34
2	Central.	17	19	42	46	32	35
3	Official.	16	17	41	45	35	38
4	complexity	18	20	43	47	30	33
5	Exploitation of human resources.	17	19	40	44	43	37
6	Use of technology at work	20	22	41	45	30	33
7	Efficient management communication	23	35	39	43	29	32
8	Powers and functions	16	18	41	45	34	37
9	organizational links	20	22	43	45	28	31

3. The suitability of the organizational structure of agricultural extension agents according to each of the dimensions of the organizational structure, according to the following:

A. The ability of the agricultural extension department to develop its performance.

It is clear from data in table (4) after calculating the arithmetic averages for each of above-axis paragraphs, there is a clear weakness in an indicative organization's ability to develop its performance and tasks and that agricultural extension managers were unable to make fundamental adjustments for organizational structure and lack of clear strategy for work and that had administration deliberately accumulated employees without creating new jobs. The results indicates in table (5) that agricultural extension managers did not set a clear strategy for work and therefore the administration had deliberately accumulated employees without creating new jobs. The reasons for weakness of administration may be attributed to lack of experience and lack of specialization of many managers who were tested according to party quotas without taking into account scientific and professional competence.

Table 4. Arithmetic mean and descending order of paragraphs of indicative organization's ability to develop its performance.

Respect.	Paragraphs	Means	Ranking
1	The guiding organization keeps pace with administrative developments in world and seeks to catch up with them.	1.54	6

2	The Department of Agricultural Extension always seeks to develop work.	1.68	8
3	The Department of Agricultural Extension plans to create new jobs and increase their number.	1.52	5
4	The Department of Agricultural Extension is described by its ability to make optimal use of administrative competencies.	1.32	1
5	The Department of Agricultural Extension deliberately accumulated employees in a department.	1.45	4
6	The organizational structure of Agricultural Extension Department helped unify efforts of agricultural extension agents.	1.62	9
7	The Agricultural Extension Department provides distinguished services to employees and target parties	1.72	11
8	The organizational structure of agricultural extension suffers from lack of a clear strategy.	1.40	3
9	Fundamental changes can easily be made within the agricultural extension organizational structure.	1.74	10
10	The positions in the Guidance Department cover all tasks assigned to it.	1.74	10
11	Agricultural extension managers adjust the organizational structure through an in-depth study.	1.39	2
12	The existence of a state of incompatibility and conflict between the parties to upper management of Guidance Department.	1.55	7

b- The degree of centrality, official and complexity.

The data contained in table (5) shows that most respondents see that nature of work within guiding organization is a degree of complexity, as all opinions and suggestions of employees must be presented to higher management, and there is a wide dependence of employees on higher management in making their decisions. The planning of programs and setting goals are carried out by administration and there is extensive control over the decisions taken at the lower levels and nature of work within agricultural extension department is described as complex and inflexible. With regard to the degree of formality (table 5) the respondents believe that official nature is prevailing pattern within organization that all powers are written and written in form of administrative orders that laws and regulations govern behavior of employees and that all work procedures are implemented through directives and instructions. Also, The respondents indicated that centralization system is what governs nature of work within the organization and that it is not possible to take any decision without referring to higher official, and organizational structure of

indicative organization does not help in delegating powers and administrative communications within work go from top to bottom. The reasons for high degree of complexity, official and centrality of the indicative organization are due to bureaucracy of work adopted within organization since ancient times and lack of in-depth scientific studies to develop work mechanisms and weakness of successive managers' experiences in organization managing and their distance from specialization and short period of time to manage work all factors that helped in not developing and upgrading the reality of working within extension organization.

Table 5. Arithmetic averages and descending order of central, formal, and complexity paragraphs.

1-Paragraphs (central degree)

Respect.	Paragraphs (central degree)	Mean	Ranking
1	Working relationships between departments, divisions, and extension departments are determined according to specific official clauses.	43.1	4
2	The nature of work in the Department of Agricultural Extension is described as central.	33.1	2
3	Decisions can be made without referring to higher authority.	31.1	1
4	There is strict control over implementation of the work.	55.1	5
5	Reports must be submitted to director of department on work procedures.	60.1	7
6	Orders, work procedures and communications are all written.	59.1	6
7	The organizational structure of the Agricultural Extension Department helps to delegate powers.	1.38	3
8	The nature of administrative communication from top to bottom.	1.38	3

2-Paragraphs (official degree)

Respect.	Paragraphs (official degree)	Mean	Ranking
1	Laws and regulations govern the behavior of employees within department.	40.1	4
2	Powers are written and written in form of administrative orders.	38.1	3
3	Formal character is the prevailing style within work.	29.1	1
4	Carry out work procedures through directives and instructions.	42.1	5
5	There is continuous and careful supervision of work procedures.	52.1	6
6	The penalties for breaching the work system are clear to all.	58.1	7
7	Plans and programs are prepared by senior management and implemented by employees.	32.1	2
8	Difficulty communicating with other departments within circle because of separation .	61.1	8

3-Paragraphs (complexity degree)

Respect.	Paragraphs (complexity degree)	Mean	Ranking
1	Employees make decisions by relying on senior management.	38.1	2
2	Define goals and plan programs by higher authorities in department.	39.1	3
3	The delegation of powers is carried out within very narrow limits	49.1	5
4	Work activities and procedures are greatly influenced by decisions made by the officials.	51.1	6
5	The nature of work within department is described as complex.	41.1	4
6	The nature of work within department is described as complex.	56.1	8
7	The organizational structure of department is divided into many administrative levels.	36.1	1
8	All ideas and suggestions of employees must be presented to senior management.	53.1	7
9	Top management is reviewed in simplest matters.	39.1	3

C.The organization's ability to exploit human resources and use technology at work:

The arithmetic mean indicates a weakness in extension organization's ability to exploit human resources, and this is represented in lack of spending on training programs and developing skills of agricultural extension agents and that most of the extension agents are not highly qualified and that promotion of employees is not subject to accurate tests. The respondents believe that organizational structure of extension organization does not seek to attract highly qualified employees as shown in table (6). In terms of organization's ability to exploit human resources and extent of technology use at work. The results showed in table (6) that respondents believe that using of technology in business management was moderate and tended to decline. This decline is represented by the fact that not a small number of employees do not have skills to use technology. There is a delay in speed of completion of work due to poor use of modern technologies at work and planning, implementing and evaluating extension programs is done using old and unsophisticated means.

Table 6.Arithmetic mean and descending order of paragraphs of the organization's ability to exploit human resources and extent to which technology is used at work.

1.The organization's ability to utilize human resources

Respect.	The organization's ability to utilize human resources	Mean	Ranking
1	The Agricultural Extension Department seeks to attract highly qualified employees.	71.1	7
2	The organizational structure of Guidance Department helped to optimally utilize human competencies.	48.1	5
3	The agricultural extension workers working in the extension organization are highly qualified.	36.1	3
4	The agricultural guide is subject to rigorous tests for promotion.	41.1	4

5	There are ongoing training programs for purpose of developing employees in organization.	35.1	2
6	The Guiding Organization is keen to raise level of performance of employees scientifically and professionally.	54.1	6
7	The Extension Department agrees annually large sums of money for the purpose of training and developing the skills of agricultural extension agents.	34.1	1

2-Using of technology within the organization

Respect.	Using of technology within the organization	Mean	Ranking
1	The organization seeks to accomplish its tasks through the use of modern technologies.	72.1	8
2	The Guidance Organization has modern technologies and equipment, which makes it a pioneer in its work.	54.1	5
3	The presence of a modern network to connect all departments in the extension organization.	55.1	6
4	Personnel working in the extension organization have advanced skills in the use of technology.	33.1	1
5	There is a speed in the completion of work due to the use of technology at work.	36.1	2
6	The technology used made it easier to make important decisions quickly.	45.1	3
7	Extension programs are planned to be implemented and strengthened using modern technologies.	49.1	4
8	The Agricultural Extension Department is flexible towards use of advanced technology.	75.1	7

D.The efficiency of administrative communications and the overlapping of powers and functions.

Table (7) shows that level of efficiency of administrative communications within extension organization is moderate and tends to be relatively regressive. This is represented by the fact that most communications within organization go in one direction from top to bottom and communication is weak between agricultural extension agents and senior management for purpose of expressing their views. Most of communications within organization are slow and ineffective and multiplicity of administrative levels hinders effectiveness of communication. On the other hand, the respondents see inadequacy of organizational structure of guiding organization with regard to powers and functions as paragraphs of this axis varied between medium and weak (table 7). The weaknesses are represented by large number of ineffective agricultural advisors due to absence of job descriptions and that agricultural advisor sometimes costs more than his tasks with presence of duplication of work and most of tasks performed by employees are far from their

specializations, and because of lack of clarity in the job description, performance evaluation is done in a manner unfair with a conflict of powers within the organization(table 8).

Table 7.Arithmetic means and descending order of paragraphs of two areas of administrative communication efficiency and extent of overlapping of powers and functions.

1-Efficiency of administrative communication

Respect.	Efficiency of administrative communication	Mean	Ranking
1	The organizational structure of Guidance Department impedes flexibility of communications between management and employees.	67.1	7
2	There is a positive atmosphere in the counseling department due to the effectiveness of administrative communications.	59.1	6
3	There is a speed in completing work due to the ease of communication between management and employees.	67.1	7
4	The Guidance Department is characterized by cohesion of its departments due to the effectiveness of communication among them.	43.1	3
5	The difficulty of administrative communication due to multiplicity of administrative levels.	51.1	5
6	Most communications within the organization are slow and ineffective.	46.1	4
7	Most of the communications within the circle go in one direction from top to bottom.	29.1	1
8	There is strong communication between employees and senior management to express their views on work.	35.1	2

2-Overlapping of powers and functions

Respect.	Overlapping of powers and functions	Mean	Ranking
1	Employee job descriptions are clear and specific.	37.1	5
2	The functional tasks of the employees are in line with objectives of organization.	52.1	9
3	There are sufficient numbers of agricultural extension workers, which achieves high efficiency of work.	62.1	10
4	Assigning employee more than his duties, which caused duplication of work.	22.1	2

5	I receive administrative orders from several officials in department.	52.1	9
6	There is a conflict of powers within department.	48.1	7
7	The tasks I perform are far from my specialty.	31.1	3
8	There is a lot of chaos and overlap in tasks and functions assigned to him.	45.1	6
9	There is a multiplicity of responsibilities and duties assigned to him	50.1	8
10	The large number of inactive employees in department due to absence of job descriptions.	20.1	1
11	Performance evaluation is done in an unfair manner due to lack of clarity of functions.	32.1	4

E.Organizational links with relevant internal and external organizations.

The results showed through the data in table (8) after calculating average of the paragraphs of field above, that there is a noticeable decline in link and relations with relevant institutions, as respondents see that informal relations are prevalent with agricultural organizations with weak cooperation with educational institutions. As well as, the results showed in table (8) there is a scarcity of members from agricultural research, colleges of agriculture and agricultural services in process of planning, implementing and evaluating extension programs. Also, poor coordination with agricultural research as a result of absence of permanent and temporary committees.

Table 8.It shows arithmetic means and descending order of availability paragraphs of organizational links with relevant organizations.

Respect.	Organizational links with related organizations	Mean	Ranking
1	There is a high coordination of work between the departments of department.	66.1	7
2	The relationship between the Department of Extension and Agricultural Research is described as weak.	48.1	5
3	There is no form of cooperation with agricultural educational institutions.	39.1	2
4	There are permanent joint committees to coordinate work with agricultural research.	42.1	3
5	Informal relationships are the norm with mainstream agricultural organizations.	28.1	1
6	Extension programs are planned and implemented with the involvement of members from agricultural research, colleges of agriculture and agricultural services.	42.1	3

7	The goals of the Agricultural Extension Department cannot be achieved without the assistance of agricultural research and services.	46.1	4
8	There is effectiveness in communicating and coordinating work with agricultural equipment and agricultural research.	45.1	6

Secondly: Identifying the level of functional empowerment of agricultural extension workers in the extension organization.

The results contained in table (9) indicated that respondents' degrees to indicate level of functional empowerment of agricultural extension workers working in Department of Agricultural Extension ranged between (42-104) degrees according to a scale of functional empowerment consisting of (41) items distributed under five axes whose degrees were determined between (Zero-123) degrees. The results contained in Table (9) indicate that (79%) of respondents believe that level of empowerment to perform functional tasks is between medium and low as nearly a third of respondents believe that their level of job empowerment is low and the reason for this decline is due to the inadequacy of many aspects of management and nature of work existing in Department of Agricultural Extension for Agricultural employees.

Table 9. Number and percentage of respondents according to their level of job empowerment.

Respect.	Employment level.	No.	%
1	High more than (63) degrees.	19	21
2	Medium(42-36) degrees.	44	48
3	Low less than (42) degrees.	28	31
4	Total	91	100%

Third - identifying the level of job empowerment for agricultural extension workers working in the extension department according to each of the axes of the job empowerment variable, (first: delegation of work powers, second: self-motivation, third: a sense of job value, fourth: work environment, fifth: loyalty to the organization).

The results contained in table (10) showed that most of respondents believed that Agricultural Extension Department did not motivate employees to develop their abilities to complete their work due to absence of government support and backing, which was discouraging factor to push workers towards completing their works. As for purpose of determining level of functional empowerment of agricultural extension workers who working in extension department according to each of axes of functional empowerment variable. The data in table (10) showed that more than a third of respondents believe that agricultural extension department did not help in delegating powers to work, nor did it work to develop motivation of employees' self-esteem and that prevailing climate within office was a discouraging factor to push the employees towards completing the work.

Table 10. Number and percentage of respondents according to each axis of job empowerment.

Respect.	Career Axes	Empowerment	High	%	Medium	%	Low	%
1	delegation of work powers		18	20	44	48	29	32
2	self-stimulation.		14	15	46	51	31	34
3	a sense of job value		21	23	46	51	24	27
4	work environment		12	13	49	54	30	33
5	loyalty to the organization		24	26	45	50	22	24

In order to identify level of functional empowerment of agricultural extension workers who working of extension organization according to each for to measure of paragraphs of functional empowerment. The results showed after calculating averages for each paragraphs that level of delegation of powers to agricultural extension workers is on weakness degree and this is represented that they do not have authority to correct deviations without referring to direct manager and that Guidance Department does not give employees any leadership role and decisions related to work cannot be taken independently with insufficient powers granted to employees for purpose of completing their job tasks.

With regard to self-motivation for agricultural extension workers it was found that extension department does not often help to motivate employees towards to work because lack of wages paid to employees constituted as a negative factor for development of extension workers' motives towards to work and there is a failure by administration towards encouraging employees towards taking responsibility and performing work efficiently and a great neglect in appreciating efforts made by employees and in providing continuous support to develop their job skills. As for the field of feeling the value of work it was found that many agricultural extension workers do not like their job and see that it does not fulfill their needs with the presence of a mismatch between their academic qualifications and nature of work they perform. Regarding the work environment prevailing in indicative organization a high percentage of respondents see arithmetic mean that opportunities for development and training are not prepared for all employees and prevailing climate in department does not push employees to complete job tasks perfectly. In addition that it rarely allows employees to present new ideas to work. The results presented showed that degree of agricultural extension agents' loyalty to Agricultural Extension Department was acceptable, as (76%) of respondents had a level of loyalty to agricultural organization between medium and high. While we find that (24%) of respondents have weak loyalty to the guiding organization and this weakness is that many employees do not want to continue working if they have other opportunities to work in another place with a weakness in the emotional connection between the employee and the department in which he works and many of them do not feel guilty if they leave the works.

Fourth: is the relationship between the variable of the appropriateness of the organizational structure of agricultural extension workers and the level of their job empowerment.

The results mentioned in table (11) indicate that there is a correlation between variable of appropriateness of the organizational structure and its dimensions on the one hand, and on the other hand variable of functional empowerment of agricultural extension workers. It was found

that there is a significant correlation with level of probability (1%) between appropriateness of organizational structure of agricultural extension agents and functional empowerment of workers in the extension organization and existence of a significant correlation between dimensions of the organizational structure (organization's ability to develop its performance, its ability to exploit human resources and clarity of Powers and functions) and level of functional empowerment of agricultural extension agents. While the relationship was inverse with variables (degree of central formality, complexity), Also, relationship was positive significant with each of (the organization's ability to use technology, efficiency of administrative communication, organizational links with the relevant authorities) at a probability level (05.0).

The results indicated in table (11) that level of functional empowerment to perform the tasks assigned to them is affected significantly in an event of a lack of compatibility with the organizational structure of the organization in which he works in general and motivation of workers towards to work increases when the organization constantly seeks to develop its performance and develop the skill and attitudes of its members from optimal exploitation of human energies, using of the outputs of scientific research and modern technology, accurate identification of tasks, powers and job descriptions, and achievement of integration, cooperation and coordination with the relevant internal and external bodies. While the level of functional empowerment of workers declines with the increase in the degree of complexity of work within the organization and when formal nature prevails in the implementation of work procedures and adoption of central restrictions in orders, communications and decision-making within the organization.

Table 11. Relationship between appropriateness of dimensions of organizational structure of workers of extension organization and variable of job empowerment.

Axes	Correlation factors
Adequacy of the organizational structure of employees in the organization in general	**443.0
The ability of the guiding organization to develop its performance	**356.0
central degree	**439.0
Official degree	**484.0
complexity	**521.0
Exploitation of human resources	**372.0
Use of technology and modern means of communication	*201.0
efficient management communication	*182.0
Overlap of powers and functions	**416.0
Organizational links with relevant authorities	*197.0

Conclusions

1. It became clear that organizational structure of the extension organization in general does not suit most agricultural extensions and that it is often an obstacle in performing their functional tasks.

2. It was found that extension organization has a weak ability to develop its performance and make optimal use of administrative competencies with absence of a clear strategy and the inability of extension directors to make fundamental adjustments of organizational structure.

3. The indicative organization relies heavily on the centralization of work procedures and that work relationships it are determined according to official restrictions, the official nature was prevailing pattern within the organization and that regulations and laws govern the behavior of employees and that it is not possible to take any decision without referring to higher official. The work system within the organization is also described as complex, and that all opinions and suggestions of agricultural extension agents must be presented to senior management, and that planning programs and setting goals are determined by highest official in the department.

4. The extension organization lacks the ability to make good use of human resources, and that it spends little on training programs and develops the skills of agricultural extension agents, and that most of the extension workers are not highly qualified, and it has been found that using of technology within the work tends to decline and that large numbers of agricultural extension agents do not have The skills of using technology, and planning, implementing and evaluating extension programs is done using old methods.

5. The level of efficiency of administrative communications within the indicative organization is at a degree of weakness, and that most communications go in one direction from top to bottom, and that most communications are slow and ineffective. On the other hand, it was found that job description of agricultural extension agents is ambiguous and indefinite, and that the agricultural extension agent often costs more than his duties, with the presence of a large accumulation of ineffective agricultural extension agents within the extension organization. The study showed that informal relations are dominant feature with agricultural organizations, related to weak cooperation and coordination with agricultural research and educational organizations. On the other hand, the poor adequacy of organizational structure of the extension organization affected level of functional empowerment of agricultural extension agents, as more than three quarters of the respondents described their job empowerment between medium and weak.

6. The level of delegation of work powers by Agricultural Extension Department to employees was a degree of weakness, and the extension organization does not often help to motivate agricultural extension workers towards work, and there is a failure to encourage employees to take responsibility and not appreciate the efforts and efforts made.

7. It was found that a high percentage of agricultural extension workers do not feel the value of work and their love for their job, and that prevailing work environment within the extension organization does not provide sufficient opportunities for the purpose of developing and training agricultural extension agents, and that prevailing climate of department does not motivate workers to complete work perfectly.

Recommendations

1. Work to reconsider the organizational structure of Agricultural Extension Department by making appropriate adjustments based on in-depth scientific studies and working on accreditation in development programs to improve its performance and raise the efficiency of its employees.

2.The necessity of adopting the principle of decentralization, delegating powers to employees, reducing official and bureaucratic restrictions in work procedures and openness, reducing the degree of complexity for managing the organization, and giving more opportunities for agricultural extension workers to express their proposals and opinions, and to involve them in making decisions related to planning, implementing and evaluating extension programs.

3.Working to keep pace with technological developments because of effort, costs and speed in making decisions and developing the extension organization in accordance with this technology and in a manner that serves to achieve the objectives of the Agricultural Extension Department.

4. Raising the efficiency of administrative communications and that their direction should be at all levels and directions. On the other hand, work requires building an appropriate strategy for job description of agricultural extension agents that is clear and specific to avoid overlapping powers and functions.

5.Working on developing, consolidating and strengthening the organizational links between agricultural extension agencies and agricultural research and educational organizations at various levels.

6.The necessity of working on developing the skills of agricultural extension workers and raising level of their job empowerment through motivating and encouraging them towards work and pushing them to take responsibility and delegating them to work powers and giving them the role and appreciation of the leadership for their efforts and providing continuous support to develop their job skills.

7.Work to create a stable and comfortable physical and administrative work environment within the guiding organization and develop a sense of work value among employees to raise the level of their loyalty to organization and spread atmosphere of cooperation and assistance through the performance of one team and strengthen the bonds of trust between management and employees and provide opportunities for all in accordance with the principle of justice and equality.

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