

# PRACTICE REALITY OF THE EXTENSION MANAGERS FOR PARTICIPATORY LEADERSHIP IN THE AGRICULTURAL EXTENSION SYSTEM / IRAQ

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## ABSTRACT

This research was aimed to identify the reality of extension managers' practice of participatory leadership in the agricultural extension system from view of agricultural extension workers in Iraq, through a questionnaire include 22 items distribute over three. The research community include all 15 province of Iraq, A random sample is taken from the province of Iraq (53%) and (8) province, namely (Dhi Qar, Maysan, Holy Karbala, Al-Qadisiyah, Babylon, Anbar, Diyala, Kirkuk) and a proportional, stratified random sample of (51%) is taken from agricultural extension workers distribute among the agricultural directorates and training extension centers, the number is (307, 133) and (157, 68) respectively, The results of revealed that the reality of practicing participatory leadership among extension managers from view of agricultural extension workers is low level , with an overall arithmetic mean of (1.96) scores and a standard deviation of (1.01) scores. The average responses of the sample members to all areas are low level , and they are, in order, as follows: Respectively (2.04 for human relations, 1.97 for delegation of authority, 1.87 for participation in decision-making), the study recommended the necessity of involving the managers acting with them in making decisions to improve the reality of the extension works.

Key words: agricultural extension workers, Human relations, Delegation of authority

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الصالحى وسلمان

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واقع ممارسة المدراء الارشاديين للقيادة التشاركية في نظام الارشاد الزراعي / العراق

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## المستخلص

استهدف البحث التعرف على واقع ممارسة المدراء الارشاديين للقيادة التشاركية في نظام الارشاد الزراعي من وجهة نظر العاملين بالإرشاد الزراعي في العراق ، من خلال استمارة استبيان تضمنت 22 فقرة موزعة على ثلاث مجالات ، شمل مجتمع البحث جميع محافظات العراق والبالغ عددها 15 محافظة ، أخذت عينة عشوائية من محافظات العراق بنسبة (53%) وبواقع (8) محافظة هي (ذي قار ، ميسان ، كربلاء المقدسة، القادسية، بابل، الانبار ، ديالى ، كركوك) كما تم اخذ عينة عشوائية طبقية تناسبية بنسبة (51%) من العاملين بالإرشاد الزراعي الموزعين على مديريات الزراعة والمراكز التدريبية الارشادية في محافظات العراق والبالغ عددهم (307 ، 133) وبواقع (157 ، 68) على التوالي، توصلت نتائج البحث الى ان واقع ممارسة القيادة التشاركية لدى المدراء الارشاديين من وجهة نظر العاملين بالإرشاد الزراعي جاء منخفضا وبمتوسط حسابي كلي بلغ (1.96) درجة وبانحراف معياري قدره (1.01) درجة ، وكما جاء متوسط استجابات افراد العينة على كافة المجالات منخفضاً وهي بالترتيب ( 2.04 للعلاقات الانسانية ، 1.97 لتفويض السلطة ، 1.87 للمشاركة في اتخاذ القرار ) ، واوصت الدراسة الى ضرورة اشراك المدراء العاملين معهم في اتخاذ القرارات لتحسين واقع عمل الارشادي.

كلمات مفتاحية: العاملين بالإرشاد الزراعي، العلاقات الإنسانية، تفويض السلطة

البحث مستل من أطروحة دكتوراه للباحث الاول



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## INTRODUCTION

The world now is witnessing rapid changes in various fields, as a characterized as an era of continuous and rapid change and technological and information progress ,to keep pace with these changes, agricultural institutions, including agricultural extension, which is one of the important devices that seek to achieve agricultural development by directing programs and activities to pay attention the development of agriculture sector and extension works as a strategic goal to secure the needs of the rural population in general and farmers in particular in order to increase their agricultural production and then improve their living conditions to reach a better rural life (23). From the results of the rapid changes in all societies and various economic, agricultural and social fields, which require scientific management with a future vision to achieve the aims and success of organizations, including the extension organization (3). The success of the extension organization depends on efficient management capable of exploiting and directing all the efforts of employees and harnessing them to achieve the desired goals (15) The use of differentiated management styles are reflected negatively on the effectiveness of the extension process and the form of organizational behavior of employees, foremost of which is their loyalty to the extension organization (7). Accordingly there is a need for extension organizations to look for modern trends to change in leadership styles and provide a positive climate for work to open a wider field for responsibility and active participation, (27) As well as leaders who possess and believe in a future vision based on democracy and participation (21). Adding the ephemeral copy that participatory leadership has imposed itself on the reality of the extension organization for its success in achieving its goals, through dialogue, exchange of views and working as a team because they feel their importance in managing the extension work in order to achieve a balance between the needs of employees and targets on the one hand and the need of the extension organization on the other hand (2) This can only be achieved through the possession of the extension director culture and awareness and his adherence to the

principle of consultation and democracy, taking into account the feelings of workers and targets, and providing a positive institutional climate that pushes towards stimulating the energies of employees. (16) ‘ By encouraging them to participate in the job performance of the tasks entrusted to them and giving them freedom of choice because the extension director is unable to complete the work alone due to the large size of the organization and the diversity of the activities he performs (18) by use of strategies to raise awareness and work in a team spirit (9), The providing necessary information and extension them to launch their abilities to advance the reality of extension work (7). Based on the foregoing and the importance of participatory leadership extension manager practice but many studies noted until this practice not at the required level (1) ‘ This has been confirmed by many studies, including a study brown (14) indicated a decreases in the participation of agricultural extension workers in administrative practices ‘ and study of barnes (12), also pointed to the need for the participation of agricultural extension workers especially officials in making extension decisions, and results of asayehegn et al (11) which indicated the low level of practice of the extension director of participatory leadership with his employees, and the study of wallace (30) which indicated that participatory leadership affects the performance of agricultural extension workers through the role exercised by its manager, and the study of usadolo (28) Studies have indicated that several factors affect employee performance, most notably the absence of effective leaders who embody the spirit of the organization and contribute to achieving its goals. The study by Al-salhi (8) and Alaslawi (4) emphasized the importance of agricultural extension managers developing their skills and enhancing their participation in sound extension decision-making in collaboration with staff and in a timely manner, in order to avoid losses and achieve tasks more efficiently. Furthermore, the study by Fisher (17) and Vito& Brunskill (29) addressed the challenges facing agricultural extension organizations and focused on finding solutions to overcome these problems, particularly with regard to extension services and related

activities. The studies also stressed the importance of the organization leveraging the expertise of its employees and enhancing their participation in extension activities to ensure the highest possible service delivery, the participation of workers and their experience in providing that service and the level of their participation in extension activities, ridha and najwa study (22) to the absence of participation of the targeted in the implementation of the extension activities provided to them, Twayej(26), weakness of the various extension farm activities inside and outside its borders, and in the activities of coordination and participation. Based on the above.... Due to the importance of the practice of extension managers of participatory leadership in the agricultural extension system, this study try to answer on the following question:-

- What is the reality of the practice of extension managers for participatory leadership in the agricultural extension system from the view point of agricultural extension workers in Iraq?

### Objectives

1- To Identifying the reality of the practice of extension managers for participatory leadership in the agricultural extension system from the view point of agricultural extension workers in Iraq through

- Participation in decision-making
- Human relations
- Delegation of authority

**Research Importance:** The importance of the research is the importance of the subject of participatory leadership in the work of agricultural extension as it is an advanced concept of traditional leadership, the results of this research are useful in motivating agricultural extension managers to adopt the idea of practicing participatory leadership in the works of agricultural extension.

## MATERIALS AND METHODS

**1- Research methodology:** The current research comes within the framework of survey research that falls within the descriptive method, as its importance is highlighted because it is the only method concerned with studying phenomena and their current situation, providing a description of their characteristics, and providing data on the

opinions of the respondents, and expressing them qualitatively or quantitatively (5), and it is thus It focuses on describing the reality of extension managers' practice of participatory leadership in the agricultural extension system from the point of view of agricultural extension workers in Iraq, and this is what this method confirm.

## 2- Research population and sample

### 2 - 1 - Research community

#### The research community included:

**2.1.1** The 15 provinces of Iraq, excluding the Kurdistan region, are (Baghdad, Basra, Maysan, Dhi Qar, Saladin, Diyala, Anbar, Al-Najaf Al-Ashraf, Holy Karbala, Al-Qadisiyah, Babylon, Wasit, Al-Muthanna, Kirkuk, Mosul)

**2.1.2** Agricultural extension workers distributed among agricultural directorates and extension centers, numbering 526 and 222\* workers, (Table1):

**Table 1. Preparation of workers in agricultural extension in Iraq**

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

### 3-2:- Research sample

A random sample is selected from:

**3.2.1** Governorates of Iraq by (53%) and by 8 governorates are (Dhi Qar, Maysan, Karbala, Qadisiyah, Babylon, Anbar, Diyala, Kirkuk).

**3.2.2** Agricultural extension workers in the directorates of agriculture and extension centers in the governorates of Iraq, numbering 307, 133 and by (51%) and by 157, 68

respondents, respectively, distributed over the governorates of Iraq. Accordingly, the sample

size subject to research is 225 show in (Table

**Table 2. Distribution of population and sample of governorates covered by the research**

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

**4- Means of data collection:** The research relied on several means to obtain the data necessary to build a tool The reality of the practice of extension managers for participatory leadership in the agricultural extension system from the point of view of agricultural extension workers in Iraq. To complete the research requirements, it relied on the practical side in collecting the necessary data through personal interviews, which is defined as "a situation interspersed with an exchange of opinion on special topics. "Research between the researcher and the respondent (5).

#### **5- Construction of the questionnaire**

The process of questionnaire preparation applied through several stages:

##### **5-1:- Questionnaire in its initial form**

1- Reviewing literature related to the field of participatory leadership

2- Opinions of experts and specialists, including teachers, researchers, and specialists in the field of agricultural extension, public administration, and business administration

3- Arab and foreign studies, research and articles

4- Conducting office and field visits

5- Using the international information network, the Internet

In the light of the aforementioned sources, the questionnaire is prepared in its initial form, consisting of 26 items distributed over three areas related to the reality of the practice of extension managers for participatory leadership in the agricultural extension system from the point of view of agricultural extension workers in Iraq. The practice of participatory leadership among extension managers from the view point of agricultural extension workers in Iraq, (Table3)

**Table 3. Number of items for each dimension of the reality of the practice of extension managers for participatory leadership in the agricultural extension**

Axis	Fields	Number of items
The reality of participatory leadership practice among extension managers from the point of view of agricultural extension workers / Iraq	Participation in decision-making	10
	Human Relations	10
	Delegation of authority	6
	Total	26

**5-2 Validity of the study:** Honesty is one of the important characteristics of different measures, the sincerity of the scale is one of the most important manifestations of a good scale, and means the validity of the method or tool to measure what must be measured, which is the score by which the scale can achieve its goals and thus the high level of confidence in the findings of the research of the results so that It was possible to move from it to generalization (6), and in order to verify the authenticity of the tool, virtual honesty and

sincerity of content were used by presenting the questionnaire to a group of experts and specialists in the field of agricultural extension, public administration and business administration, and to express their observations on what was stated in the questionnaire according to a tripartite scale (agreed, agreed to some extent, did not agree) and the following weights were given (2, 1, 0) and the opinions of experts were collected for the period from 1/3/2023 to 1/4/2023, and in light of the opinions of experts, the

questionnaire was reached in its final form, which consisted of 22 items after deleting two items from the field of participation in decision-making and two items from the field of human relations.

**5-3- Data collection tool (research tool):** The research tool is defined as the means or tool that relies on it to obtain the information and data necessary to complete the research and extract it from the study community, the tool measurements a specific response whose choice depends on the method used in the study and its suitability for that tool (10). For the purpose of achieving the research objective of according to the practice of extension managers for participatory leadership in the agricultural extension system from the point of view of agricultural extension workers in Iraq, a questionnaire form is used as a tool to collect data related to achieving the objectives of the research, as the questionnaire is a tool for collecting data and identifying one or more aspects of the individual's behavior based on written answers to a set of items recorded in the questionnaire (5), according to a five-graded scale consisting of very agree, agree, neutral, agree to some extent, disagree) Values

have been allocated to this scale as follows (1,2,3,4,5) respectively in front of each items. Accordingly, the data was collected for the period between 28/5/2023 – 25/6/2023 with the deletion of one form from the directorates of agriculture due to the inaccuracy of the respondents' answer to it, thus the sample size became 156 respondents.

**6- Reliability of the study:** A pre-test of the questionnaire for agricultural extension workers was conducted on 4/5/2023 on a sample of 30 respondents distributed among 20 respondents from Baghdad Agriculture and 10 respondents from the Baghdad Extension Center (outside the research sample) in order to verify the reliability of the scale through the use of a questionnaire. Using the interview method, with the aim of examining the reliability and verifying the suitability of the questionnaire in collecting the necessary data and taking the necessary modifications to achieve this. Reliability was measured statistically by analyzing the initial test data, and the reliability of the scale items was confirmed using the Cronbach equation, as show in the (Table4).

**Table 4. Measuring reliability using the Cronbach equation**

Extension Center, Baghdad		Baghdad Agriculture Directorate	
Reliability value	Axis	Reliability value	Axis
0.87	Participation in decision-making	0.85	Participation in decision-making
0.93	Human Relations	0.92	Human Relations
0.87	Delegation of authority	0.84	Delegation of authority

## 7- Statistical methods used

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

## RESULTS AND DISCUSSION

**The first objective:** - Identify the reality of the practice of extension managers for participatory leadership in the agricultural

extension system from the point of view of agricultural extension workers in Iraq. Research results showed. That the answers of the respondents For the areas set for the reality of the practice of extension managers for participatory leadership in the agricultural extension system from the view point of agricultural extension workers in Iraq 3 I got Arithmetic average Located between (1.87– 2.04) score , and with a standard deviation Located between (0.99 – 1.05) score , (Table 5):-

**Table 5. Distribution of respondents according to their approval of the areas of reality of the practice of extension managers for participatory leadership in the agricultural extension system in Iraq according to their arithmetic averages**

Form sequence	Domains	mean	SD	Level	Sort by importance
2	Human Relations	2.04	1.05	Low	1
3	Delegation of authority	1.97	1.01	Low	2
1	Participation in decision-making	1.87	0.99	Low	3
	Overall average	1.96	1.01	Low	

It is clear from Table (5) the above table, that the respondents reported that their managers practice participatory leadership with a low score, and what is reinforced by the value of the arithmetic average of the total score of 1.96 scores and a standard deviation of 1.01 scores, and as the average responses of the sample members on all areas are low, which are in order respectively 2.04 for human relations, 1.97 for delegation of authority, 1.87 for participation in decision-making), and the reason for this may be due to the practice of extension managers of participatory leadership in the work of agricultural extension faces a set of barriers and challenges to its adoption as a successful administrative approach, the most important of which are (human relations, the large size of responsibility and the manager's

keenness to retain authority, and the extension director's lack of conviction of the benefit of participation). According to the same context..... The items of the areas of reality of the practice of extension managers for participatory leadership in the agricultural extension system will be discussed from the point of view of agricultural extension workers in Iraq and according to their arithmetic averages as follows:

### 1.1 Human relations

Research results show, the mean items developed for the field of human relations 8 items I got arithmetic average located between (1.88–2.32) score , with a standard deviation between (0.91– 1.19) score, As show in the (Table 6).

**Table 6. Distribution of respondents according to their approval of the items of human relations and arranged in descending order and according to their arithmetic averages**

Form sequence	Items	Mean	SD	Level	Sort by importance
5	The manager encourages employees to identify their needs for training on the use of modern communication technologies in agricultural extension work.	2.32	1.19	Low	1
6	The Extension manager provides a participatory work environment that helps employees to provide creative ideas for the development of the Extension service	2.13	1.00	Low	2
1	Invests the capabilities of agricultural extension workers in developing the extension service provided to the targets.	2.08	1.27	Low	3
7	It works to enable workers to reach the Extension service to all the targeted people in a timely manner	2.06	0.97	Low	4
4	Encourages agricultural extension workers to update extension work methods and stay away from routine	2.01	1.09	Low	5
3	Motivates his employees to perform their duties efficiently and effectively.	1.97	0.97	Low	6
8	The manager provides an opportunity for employees to gain experience that helps them develop their extension work.	1.93	1.02	Low	7
2	It works to consolidate the spirit of one team among employees to achieve the organization's extension goals.	1.88	0.91	Low	8
	<b>Overall average</b>	<b>2.04</b>	<b>1.05</b>	<b>Low</b>	

It is clear from the table (6) that the averages of the respondents' answers to the items set for the field of human relations came low and an arithmetic average of (2.04) scores and a standard deviation of the ability of (1.05)

scores, and despite that, the items "The manager encourages workers to determine their needs for training on the use of modern communication technologies in the work of agricultural extension" ranked first in terms of

the approval of the respondents, as it got the highest averages of (2.32) scores and a standard deviation of (1.19) scores, and the reason for this may be due to the multiple needs of workers in agricultural extension to develop their skills and abilities in the field of employing modern communication technologies in the work of agricultural extension to keep pace with the changes that occur in the agricultural sector, and this is confirmed by Al-Salhi (11) and Thessin (25) with the weak role of agricultural extension in developing the modernization of human capabilities and the lack of availability of material capabilities and requirements to modernize and develop those capabilities. While the items "works to consolidate the spirit of one team among workers to achieve the goals of the extension organization" ranked last in terms of the approval of the respondents

and an arithmetic average of (1.88) scores and a standard deviation of (0.91) scores, which is less than the arithmetic averages of the other items, and the reason for this may be attributed to the fact that the extension work works in a team spirit to exchange experiences and various knowledge and accomplish various tasks to achieve the goals of the extension organization and as soon as possible or less effort, and this is confirmed by Bowers (13) He explained the importance of carefully selecting agricultural extension managers to achieve efficiency that positively impacts the effectiveness of extension work.

### 1.2 Delegation of authority

Research results showed, moan Items for the area of delegation of authority 6 Items I got Arithmetic average Located between (1.77–2.11) score, with a standard deviation between (0.97– 1.04) score (Table7).

**Table 7. Distribution of respondents according to their approval of the items of delegation of authority and arranged in descending order and according to their arithmetic averages**

Form sequence	Items	Mean	SD	Level	Sort by importance
3	The clarity of responsibilities and objectives entrusted gives agricultural extension workers an opportunity to develop the provision of extension service to the targets.	2.11	1.04	Low	1
2	Employees participate in arranging the extension tasks entrusted to them according to their importance.	2.07	1.01	Low	2
1	The extension director allows employees to take leadership roles according to the Extension work entrusted to them.	2.04	1.10	Low	3
6	The Extension manager chooses the best of his employees in delegating the extension tasks to deliver and receive information from the targets.	1.95	1.00	Low	4
4	Enhances the sense of responsibility among agricultural extension workers in the tasks entrusted to them	1.90	0.96	Low	5
5	The manager generates the conviction among employees of the importance of delegating authority to agricultural extension work	1.77	0.97	Low	6
Overall average		1.97	1.01	Low	

It is clear from the above table, that all respondents' answers to the items set for the field of delegation of authority came low and a total arithmetic average of (1.97) scores and a standard deviation of (1.01) scores, and despite that, the items "clarity of responsibilities and objectives entrusted to agricultural extension workers gives an opportunity to develop the

provision of extension service to the targeted" ranked first in terms of approval of the respondents and an arithmetic average of (2.11) scores and a standard deviation of the ability of (1.04), which is higher than the averages of the other items, and the reason may be attributed to This is in addition to the responsibilities and objectives entrusted to

agricultural extension workers are limited and restricted in nature within the framework of the instructions, directives and procedures implemented by the extension director to develop the extension service for the targets. While the items "The manager generates the conviction among the employees of the importance of delegating authority to the work of agricultural extension" ranked last in terms of the approval of the respondents and an arithmetic average of (1.77) scores and a standard deviation of (0.97) scores, which is less than the averages of the other items, The reason for this may be attributed to scientific and technological progress that increases the responsibilities of the extension director,

which requires that he have assistants who share part of these responsibilities so that they have legal and administrative powers that enable them to perform the work entrusted to them, Pachón (20) emphasizes the importance of the role of agricultural extension workers in providing extension services to farmers to enhance their practices and improve their productivity.

### 1.3 Participation in decision-making

Research results showed, moan items for participation in decision-making 8 items got Arithmetic average Located between (1.71–2.03) score, with a standard deviation between ( 0.98 – 1) Grade as show in (Table 8).

**Table 8. Distribution of respondents according to their approval of the items of participation in decision-making in descending order and according to their arithmetic averages**

Form sequence	Items	Mean	SD	Level	Sort by importance
5	The director shall take the opinion of the majority when there is an objection to the extension decisions.	2.03	1.00	Low	1
6	It works on the participation of employees and targets to reach the formulation of a clear vision for the development of extension work.	1.99	1.06	Low	2
1	The Extension Manager participates with the staff by gathering the information necessary to make the extension decisions.	1.95	1.08	Low	3
7	Urging agricultural extension workers to make sound production and marketing decisions.	1.88	0.91	Low	4
4	It allows local workers and leaders to put forward ideas and opinions to reach the best solutions to address the problems facing the rural community.	1.87	0.99	Low	5
3	Workers participate in the review of the roles and tasks of Extension in line with the changing conditions of the rural community.	1.83	1.01	Low	6
8	The manager provides feedback to employees to progress towards change in the provision of Extension service to the targets.	1.73	0.95	Low	7
2	Urges workers to question and search for answers that suit the current conditions of the reality of rural society	1.71	0.98	Low	8
Overall average		1.87	0.99	Low	

It is clear from the table above, All respondents believe that the participation of the extension director in decision-making is low, as the total arithmetic average of their approval of the area of participation in decision-making (1.87) scores and a standard

deviation of (0.99) scores, and despite that, the items "The director takes the majority opinion when there is an objection to the extension decisions" ranked first in terms of the approval of the respondents and an arithmetic average of (2.03) scores and a standard deviation of the



ability of (1.00) scores, and the reason for this may be due to the fact that the process Making indicative decisions is a complex and complex process in which multiple parties interfere in which they interfere in reaching decisions regarding the extension tasks, and this is confirmed by Lafta (19) that there are many factors that must be taken into account to make the employees of the extension organization perform their duties well, including taking their suggestions and opinions. While the items " Encourages workers to question and seek answers that suit the current circumstances The reality of the rural community "ranked last in terms of the approval of the respondents with an arithmetic average of (1.71) scores and a standard deviation of (0.98) scores, and the reason for this may be due to the fact that the delivery to decisions require the availability of sufficient and accurate information to rely on them in the formation of a common understanding and integrated perceptions to reach decisions appropriate to the nature of the rural community, and this is confirmed by Salman (24) To the importance and role of agricultural extension in reaching the right decisions.

### CONCLUSIONS

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

1- The effective extension manager is the one who is interested in a participatory extension department based on giving opportunities to employees to submit their proposals.

2- The areas of reality of the practice of extension managers for participatory leadership constitute a state of interaction between the majority of its elements, as it enables extension managers to push agricultural extension workers towards achieving the desired goals.

3- The field of human relations is the most possessed by extension managers, so it is one of the necessary areas for the success of managers in their work.

=In light of the results, recommend of the study as following:

1- The need to involve agricultural extension managers working with them with high efficiency in decision-making.=

2- For the purpose of improving the reality of extension works in Iraq, it is recommended to take into account the areas of participatory leadership reality and direct care and attention to the practice of participatory leadership by managers.

3- Holding training courses for agricultural extension managers to train them on the style of participatory leadership and activate it in the directorates of agriculture and extension centers.

### CONFLICT OF INTEREST

The authors declare that they have no conflicts of interest.

### DECLARATION OF FUND

The authors declare that they have not received a fund.

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