

EVALUATION OF THE PERFORMANCE OF AGRICULTURAL AND RELATED DEPARTMENTS AND THE EXTENT OF JOB SATISFACTION FOR EMPLOYEES IN ANBAR GOVERNORATE-IRAQ

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ABSTRACT

Study background: Functional performance is an important factor for providing service to farmers, and thus increasing the efficiency of agricultural production, leading to self-sufficiency of agricultural products. The study aimed to identify the performance of employees of agriculture and related departments in Anbar Governorate, as well as to identify the extent of their job satisfaction and its impact on their job performance, as well as to evaluate the performance of agricultural departments to provide the required service to farmers. **Research method:** the questionnaire was prepared to achieve the objectives of the study with a number of (196) employees and researchers. The SPSS program was used in analyzing the data. **Results:** The results of the study indicated an average rate of 2.03 for each of the sources of information, also an average satisfaction rate of 2.04, and an attitude towards training at a rate above average of 2.49, as well as performance at a rate of high above the average of 3.49. The results of the study indicated that most of the employees' ages are young and with little service, and in the sources it was found that the source of friends and neighbors is the best. services to customers. The results of the study indicated that there is a positive relationship between the independent variables and the dependent variable, when using Pearson's correlation coefficient at a significant level of 0.01. **Conclusion:** The need for the training to be related to the course of the job in which the employee is currently working, to raise his job efficiency. As well as preparing training courses to fill the job performance gap.

Keywords: Training Courses, International Organizations, Job Performance, Agricultural Sector, Job Satisfaction.

INTRODUCTION

The agricultural employee must have a skill in the social field, in order to be able to gain cultural knowledge of farmers and workers in the agricultural sector, knowledge and awareness of the culture of the community surrounding the agricultural circles, in addition to the appropriate behavior among the targeted farmers. This is a vital element for the agricultural employee in order to serve the community for which he works. Each community has its own culture. The employee must pay attention to that important issue. A good understanding of the relationship with the surrounding community will contribute greatly to the success of the agricultural and extension programs carried out by the agricultural departments. This creates mutual trust in order to provide the required services in order to develop the agricultural sector in an integrated manner (Portes, 1998).

Training is one of the characteristics of organizations that have been keen to keep up with everything that is new, as it works on training to acquire the capabilities of the individual and develop his skills, and thus improve his level of practical performance, and since all workers need training, whether they are new employees or on the job, it was necessary to Develop their skills and keep abreast of scientific developments to develop the performance of their institutions in which they work (Saleh et al, 2022).

Job performance is an evaluation of the employee in performing his job as required. Functional performance, studied academically as part of industrial psychology (the branch of psychology that deals with work), and considered as part of human resource management. Accomplishment of tasks is the criterion for organizational results and success. John P. Campbell describes job performance as a variable on a personal level, or something that one employee does for a task. This distinguishes it from more comprehensive types of performance such as national performance or organizational performance, which represent the variables at a better level (Shah et al, 2020).

The concept of performance is one of the concepts that has received a large share of attention and research in management studies in general and human resources studies in particular, due to the importance of the concept at the level of the individual and the organization and the overlapping and diversity of influences that affect performance, so the purpose of this topic is to highlight the most important definitions that Introduced the concept of performance in the administrative arena. The concept of performance means the outputs and goals that the organization seeks to achieve through its employees, and therefore it is a concept that reflects both the goals and the means necessary to achieve them, that is, it is a concept that links aspects of activity with the goals that organizations seek to achieve through tasks and duties carried out by workers within those organizations (Saleh and Man, 2017).

Organization in our current era is the secret of success for business organizations, regardless of the nature of the work of these organizations, whether they are service organizations, for-profit organizations, or profit-making organizations. Another essential feature of functionality is that it must be relevant. Performance should be directed toward organizational goals relevant to the job or role. Therefore, it does not include the performance of activities where effort is expended towards achieving marginal goals. For example, the effort made to achieve the goal of getting a job in the shortest time (Saleh et al, 2022).

Job satisfaction is considered one of the administrative concepts that have an effective impact on work productivity and increasing loyalty to the organization, as it is the basis that achieves psychological and social compatibility for workers, and improves their performance. To work and produce by satisfying their needs, desires, and motivations, because achieving job satisfaction for workers affects the quality of their performance, and then achieves positive results that serve all poles of the educational process, and achieve the goals of the institution efficiently (Saleh et al, 2016). The subject of job satisfaction has received great care from management and human behavior scholars, because they believe that there is a relationship between workers' satisfaction with their work and their productivity (Saleh, 2022).

OBJECT OF THE STUDY

The performance of the agricultural institutions of Anbar Governorate has witnessed a major change through the disengagement of the agricultural departments from the Ministry of Agriculture, and their connection to the Anbar Governorate, and this will

reduce the path of specialization, since the Ministry of Agriculture is specialized in the field of agriculture only, in addition to the fact that specialists in the field of agriculture are certainly working in Ministry Of Agriculture. This is in order to find out the extent to which this link is achieving benefit for the agricultural sector, or whether this path has an impact on the required performance of the agricultural departments. The study aimed to identify the performance of agricultural employees, as well as the research centers operating in Anbar Governorate, in order to achieve the following objectives:

- 1- Identify the personal characteristics of workers in the agricultural sector.
- 2- Knowing the job satisfaction of workers in the agricultural sector.
- 3- Identifying the performance of agricultural employees.
- 4- Knowing the relationship between the independent variables in the study (Age, Educational level, Gender, Workplace, Years of work, The number of training courses within the governorate, The number of training courses outside the governorate, The current field of work, Information sources, Job satisfaction), and the dependent variable in the study (Job performance).

MATERIAL AND METHODS

This study was conducted in Anbar Governorate (Iraq), and this governorate is considered the largest area in Iraq, as it represents 1/3 of the total area of Iraq, with an area of 138,500 square kilometers, and a population of more than 2 million people (Central Bureau of Statistics, 2021). It is located in western Iraq, and its climate is semi-desert. In the past, it was called Liwa Dulaim. The study was conducted for all employees of the Anbar Agriculture Directorate and its affiliates, numbering 17 divisions, with the agricultural research centers, the agricultural extension center and the farms affiliated to it.

For the purpose of achieving the objectives of the study and knowing the extent of the impact of the implementation of the training courses, which were implemented by international organizations operating in Anbar Governorate, a questionnaire was prepared and included several axes (the first axis included the personal characteristics of the employees, the second axis was about the employee's field of work (administrative, research, extension, Plant production, animal production, training), and the third axis was about the employee's information sources that he relies on to develop his agricultural information, and the axis was from 13 sources that he can use in currency, and the fourth axis was about the training courses he participated in, their duration and year of participation in them,

As for the fifth axis, it was about the extent of job satisfaction and included 13 inquiries to find out the employee's satisfaction with his work, and the sixth axis came about the trend towards training and included 16 questions for this important axis in the study, and the seventh axis came about job performance to know the extent of the employee's ability to perform his duties on time The appropriate and the required efficiency, and included 20 various inquiries for measurement and the use of the five-point Likert measurement, and the last two axes included the most important problems and obstacles in agricultural work, and the last of them was about proposals for the development of the agricultural sector in general. Where numerical values are obtained from these fields to be analyzed using the (Spss) program (Masuadi et al., 2019) and the apparent validity of the questionnaire was measured through an examination of experts in the field of agricultural extension from the College of Agriculture - Anbar University and the College of Agriculture - Tikrit University.

As the percentage of 75% was adopted for the extent of its sincerity and achievement of the objectives of the study, and paragraphs that were less than that percentage were canceled. And then the validity of the content was confirmed, which is the clarity of each paragraph of the measurement in terms of its profession and formulation in line with the objectives of the study (Saleh et al, 2022). Where stability is one of the conditions that should be met in psychological and educational standards and tests. And the stability of the scale indicates freedom from irregular error, and stability means stability, and it means that if the measurement process was repeated several times, it would show some degree of stability, after which several paragraphs were deleted from some fields, based on the expert directives.

The initial test (pre-test) after completing the questionnaire form, and modifying the questionnaire based on the observations of experts, and a random survey was conducted from the studied sample of 30 employees, from the Directorate of Agriculture and they were excluded from the study population, and data were collected for the period from 1/9/2022 until 1/11/2022. The split-half method was adopted to find the stability, by finding the relationship between the paragraphs among them and the even paragraphs of the measures (using the correlation coefficient) and the value of the measured reliability coefficient was (0.87). Data collected with high reliability and validity.

The study included each of the workers in the Agriculture Directorate, the Agricultural People of the Directorate, the Agricultural Guidance Center in Anbar, the indicative farms, and agricultural research centers at Anbar University and Fallujah University. The study tries to answer the following questions:

1. Is there an effect of job performance on employee performance?
2. Likewise, is there an impact on employees' sheets on their job performance?

To achieve the objectives of the study, the following research hypothesis was formulated:

Ho; there is no relationship between the personal characteristics of employees and job performance at level (0.05) or at level (0.01).

RESULTS AND DISCUSSION

1. Personal Characteristics of Agricultural Employees

Personal characteristics have an effective impact on the performance of employees, as age has an important impact on providing service and dealing with customers, and the same applies to other personal characteristics such as the number of years of service. If the employee obtains a high level of education, the performance will have an appropriate performance towards customers (Saleh, 2022). The results of Table 1 regarding age indicated that the majority of employees are in the youth category until the age of 40 years, and this is a good indicator, as the employees will have a long period of productivity that can be used to develop the work of their departments. Where the study showed that the age group from 35 years to 40 years is the highest number of employees, 80 employees, with a total rate of 40.6%, followed by the category from 40 years to 45 years, with a number of 35 employees, and a total rate of 17.8%. Then came the ages from 30 to 35 years, with a number of 31, at a rate of 15.7%, and finally came the ages over 50 years, with a number of 7 employees, and a rate of 3.6%. This indicates that there are recent appointments for most of the employees. With regard to gender, the percentage of males was the majority of the employees, with 166 or 84.3%, and the percentage of females was 12.2%, with only

24 female employees. With regard to the educational level of the employees, the results indicated that the majority of the employees are holders of a bachelor's degree, with a total number of 138, or 70.1%, followed by holders of a master's degree, with a percentage of 14.2%, with a number of 28 employees, as well as holders of a doctorate degree, with a number of 16 employees, with a rate of 8.1%. This is a good indicator and helps to give the best scientific information to farmers, as they have higher degrees that help them perform better (Saleh et al, 2022).

The results of Table 1 indicated in the field of the work site that the highest number of employees was 60, or 30.5%, for workers in the Directorate of Agriculture, and the second came the number of 50 employees, with a total rate of 25.4% for employees working in agricultural divisions. This is natural because the Directorate of Agriculture and the agricultural divisions affiliated to it have a much larger number of employees than the rest of the departments related to the agricultural sector.

Table 1: Personal Characteristics of the Employees

No	Personal Characteristics		N	%	Mean	Std. Deviation	Variance
1.	Age	25- 30 years	19	9.6	3.18	1.229	1.512
		30-35 years	31	15.7			
		35-40 years	80	40.6			
		40-45 years	35	17.8			
		45-50 years	24	12.2			
		50 and above	7	3.6			
2.	Gender	Male	166	84.3	1.98	.720	.518
		Female	24	12.2			
3.	Education level	Primary	4	2.0	5.13	.997	.994
		Middle school	2	1.0			
		Secondary	5	2.5			
		Institute	3	1.5			
		College	138	70.1			
		Master's	28	14.2			
		PhD	16	8.1			
4.	Workplace	Agricultural division	50	25.4	2.57	1.354	1.836
		Agriculture Directorate	60	30.5			
		Extension center	39	19.8			
		Extension Farm	18	9.1			
		Research center	29	14.7			
5.	Years of work	1-5 years	74	23.9	2.54	1.161	1.347
		5-10 years	41	20.8			
		10-15 years	80	40.6			
		15-20 years	12	6.1			
		More than 20 years	16	8.1			
	No of training inside governorate	0 training	9	4.6	1.74	.921	.847
		1-5 training	75	38.1			
		5-10 training	80	40.6			

6.		10-15 training	22	11.2			
		15-20 training	9	4.6			
		More than 20 training	1	0.5			
7.	No of training courses outside the governorate	0 training	56	28.4	1.04	1.081	1.268
		1-5 training	105	53.3			
		5-10 training	21	10.7			
		10-15 training	6	3.0			
		15-20 training	4	2.0			
		more than 20 training	1	0.5			
8.	Current field of work	Administrative	40	20.3	3.21	1.647	2.713
		Extension	22	11.2			
		Training	58	29.4			
		Vegetable production	31	15.7			
		Animal production	16	8.1			
		Research center	28	14.2			

The third came the employees working in the Agricultural Extension and Training Center for Anbar Governorate, with a number of 39 and a percentage of 19.8%, followed by a number of 29, with a rate of 14.7% for workers in agricultural scientific research centers, and finally the percentage came with 9.1% and a number of 18 for workers in extension farms, and this is normal due to the small number of employees of extension farms, as well as a decrease in the number Extension farms in the governorate, therefore, it is necessary to focus on increasing the number of extension farm employees in order to provide the best extension services to farmers .

Further, the results of Table 1 showed regarding the years of professional work, that the highest percentage was for the category from 5 to 10 years, with a number of approximately half of the employees 80 employees, with a total rate of 40.6%, and this corresponds to holders of higher degrees, as these results indicate that most of the employees are from those who were appointed during the last five years, This is useful for providing the required services and increasing experience for the coming years. Then came the category from one year to 5 years, with a number of 75, at a rate of 38.1%, and this applies to what we referred to as a mechanism for hiring new employees, and finally the category from 15 to 20 years came with a number of 12 employees, at a rate of 6.1%, and this indicates the need to provide more training for employees to increase their job experience.

In the field of training within the governorate, the results of the study indicated that the number of 80 and 40.6% for the training category ranged from 5 training courses

to 10 training courses. An employee and this indicates that the vast majority of employees have received training, and this is normal, as international organizations have provided a lot of training for employees to develop their functional capabilities. You can see Table 1 for the rest of the training categories.

With regard to job training outside the province in Iraqi Kurdistan or outside the country, the results showed that the majority of employees got the opportunity for external training with a number of 105 and a rate of 53.3% for the training category 1 training course to 5 training courses. However, 56 of the respondents indicated that they did not get the opportunity to train outside the governorate, and therefore all employees must be included in external training and justice should be achieved by nominating employees for training, to increase their experience and develop their job capabilities.

With regard to job work, the results of the table indicated that the highest percentage came first, with a rate of 29.4%, with 58 employees, for workers in the field of training in their departments, and came secondly for workers in the field of administration, with a total rate of 20.3%, with a number of 40 employees, then came third for workers in the research field, with 28 employees, with a rate of 14.2%, and came in the rank The last workers in the field of animal production number 16 employees, with a total rate of 8.1%, and this diversity in departments is necessary to increase expertise and diversity towards providing the best services.

2. Sources of Agricultural Information

Information sources have an important impact on providing service to clients, whether farmers or investors in the agricultural field. Studies have indicated that the employee's use of reliable sources has an effective impact in providing the service and thus developing the desired performance (Saleh et al., 2022). The results of Table 2 indicated that the average information sources were within the middle category, with an average rate of 2.03, and this is a good indicator due to the diversity of information sources available to the employee. The results of Table 2 on the most used sources of agricultural information indicated that the highest average was 2.46 for the paragraph (Through the experience of an agricultural friend), where the percentage of approval indicated a high degree of 108 employees for more than half of the employees endorsed this paragraph, through the experience of a friend, This is because they have confidence in the friend's experience better than other agricultural sources, and then came the second paragraph (during training courses), with a total number of high approval score of 124 and a standard deviation of 0.78. The availability of international organizations operating in Anbar province after the recent events of ISIS in the province. Finally, (agricultural extension platforms) came with an arithmetic mean of 1.51 and a standard deviation of 0.69. The results of the study can be seen in Table 2.

In addition, the source through the extension electronic platforms, ranked last, during the employees' use of this source, and this is due to the lack of an electronic platform affiliated with agricultural extension in Iraq, due to the lack of specialists in this important field to publish the latest agricultural results and the possibility of using them by them to develop performance as required (Saleh, 2018). Agricultural development is based on two basic elements, the material element and the human element, and the material includes everything that is used in operations related to the various means and requirements, and that the effective use of these means and requirements depends on the extent of the human element. Possesses the capabilities

and skills necessary to perform better. Providing reliable and up-to-date sources of information is essential towards providing the best service to clients, including farmers and investors in the agricultural sector.

Table 2: Sources of Agricultural Information

No	Information	High degree	Moderately	Weak degree	Mean	Std. Deviation	Rank
1.	Through an electronic guidance platform	22	56	118	1.51	.691	13
2.	Through social networking	81	77	38	2.22	.750	4
3.	Through agricultural microbes	87	87	22	2.33	.670	3
4.	Through agricultural training courses	124	37	35	2.45	.780	2
5.	Through communication with the agricultural and extension departments	63	94	39	2.12	.713	6
6.	Through agricultural research centers	48	61	87	1.80	.808	10
7.	Through the Colleges of Agriculture	41	58	97	1.71	.791	12
8.	Through radio and television channels	36	77	83	1.76	.743	11
9.	Through the guidance brochures for each crop	72	62	62	2.04	.838	7
10.	Through peasant associations	49	63	84	1.82	.806	9
11.	Through the experience of an agricultural friend	108	71	17	2.46	.615	1
12.	Through agricultural websites on the Internet	83	71	17	2.21	.773	5
13.	Through agricultural books or the results of agricultural research	48	105	43	2.03	.683	8

3. Job Satisfaction

Job satisfaction has an effective effect on the performance of employees; in obstacles towards employee satisfaction will lead to weakness in the performance of employees. This study aims to try to identify the impact of job satisfaction on the performance of workers in agricultural institutions and related departments. The study of job satisfaction is of great importance for administrative work, through which we learn about the feelings and feelings of individuals and their various attitudes towards the various aspects of their work, and thus the aspects of imbalance are identified for the purpose of avoiding them, and the problems that concern the working individuals are also identified to develop appropriate solutions that ensure progress. Increased productivity and high quality of service delivery (Mostafa, 2003). Some researchers confirmed that there is a relationship between work stress and performance, and that this relationship is negative. Researchers in these studies confirmed that work stress is an obstacle to human behavior and is reflected negatively on the results of job

performance, and this affects the physical and psychological condition of the individual, and the individual must make great efforts and devote time more to overcome these pressures (Saleh, 2018). Performance represents the outputs or goals that the system seeks to achieve, in other words, a concept that links aspects of activity with the goals (outputs) that the organization seeks to achieve within it.

Table 3: Distribution of Respondents According to Job Satisfaction.

No	Job Satisfaction	Satisfied	Neutral	Not satisfied	Mean	S.D
1.	The current salary is less than the salaries of employees in other ministries and is not satisfactory	62	77	57	2.03	.781
2.	I feel the fairness of the incentives and rewards that I receive	25	63	108	1.58	.708
3.	Promotion to a higher position is not based on competence	35	64	97	1.68	..759
4.	The top manager deals inappropriately with the lower departments	53	69	74	1.89	.800
5.	My colleagues appreciate the work I do.	137	47	12	2.64	.596
6.	I am reassured and stable in my current job and satisfied with it	119	45	32	2.44	.759
7.	My current job makes me utilize all my capabilities, skills and work experience.	77	101	18	2.30	.629
8.	My current job gives me more experience in my field	77	68	51	2.13	.799
9.	Administrative work procedures are uncomfortable and contain a lot of administrative routine	54	85	57	1.98	.754
10.	My work today is the same as my work tomorrow	50	78	68	1.91	.772
11.	Excessive work pressure exhausts me and makes me feel bored and upset	44	94	58	1.93	.720
12.	I seek to search for modern agricultural information and ideas	129	55	12	2.60	.604
13.	I believe that there is fairness in dealing with all employees in the department	72	66	58	2.07	.813

The results of Table 3 within the job satisfaction axis showed neutral satisfaction, with a total average of 2.04, and this indicates a lack of job satisfaction, and it is necessary to identify the reasons for dissatisfaction and overcome all obstacles for employees, in order to increase satisfaction and lead to a better performance for the employee and the institution in general. The results of Table 3 regarding job satisfaction during work indicated that the item with the highest job satisfaction was (My colleagues appreciate the work I do), with an average value of 2.64 and a standard deviation of 0.59, as 32 employees recorded the highest level of job

satisfaction, as co-workers' appreciation of what the employee does will increase the employee's motivation to provide the best performance. Second, paragraph (I seek to search for modern agricultural information and ideas), with an average value of 2.60 and a standard deviation of 0.60. While Paragraph (I am reassured and stable in my current job and satisfied with it) ranked third, with an arithmetic mean of 2.44 and a standard deviation of 0.75, and Paragraph (I feel the fairness of the incentives and rewards that I receive), with mean 1.58 and a standard deviation of 0.70, ranked last in terms of satisfaction. This indicates a lack of fairness in the distribution of incentives among employees, and of course this has an impact on dissatisfaction that will lead to poor performance. Convincing and does not meet the aspirations of customers towards the desired performance (Saleh and Man, 2017). Some researchers emphasized that the relationship between work stress and performance is negative. Researchers in these studies confirmed that work stress is an obstacle to human behavior and reflects negatively on the results and on the physical and psychological condition of the individual and forces the individual to make maximum efforts and devote a lot of time to overcome these pressures.

4. Orientation Towards of Training

Training is one of the most important axes of work development, as it is capable of providing workers with the necessary skills to improve their work performance and raise the general level of the entities in which they. The results of Table 4 regarding attitudes towards training for employees showed that their attitude was neutral with an average rate of 2.49, very close to agreement towards training trends, as most of them agree that training is an important factor for increasing expertise, leading to providing better performance and appropriate service to customers. In the field of attitude towards training, the results of Table 4 indicated that the highest percentage of satisfactory attitude was for the paragraph (The length of the training), with an arithmetic mean of 2.72 and a standard deviation of 0.56, of course, the longer the training was, the desired benefit was much higher than if the training was short. Then came the two paragraphs (The selection of the employee for training is not based on training needs).

The task of the employees is not limited to the organization's needs of manpower and the selection and provision of these needs, but rather includes broader topics such as the process of improving competencies and developing performance through training. The selection of the employee for training is not based on training needs), with an arithmetic mean of 2.70 and a standard deviation of 0.57. As for the third rank, the paragraph (Training outside the governorate is better than training inside it due to the availability of an able trainer) came with an arithmetic mean close to the second rank of 2.69 and a standard deviation of 0.53. Training outside the governorate is better than training inside it due to the availability of an able trainer, and because most of the training inside the governorate is mostly the same topics and there is no updating and keeping pace with scientific developments. The rest of the sequence of paragraphs can be seen in Table 3. Training is a vital and important subject for the development of governmental and non-governmental organizations, for the purpose of providing them with the expertise required to develop the required performance. This is consistent with what was indicated by the study mechanism (Saleh et al, 2022).

Trainee to apply what he has been trained in in his own currency (leads to an increase in utilization and achievement). In addition, a study (Saleh, 2018), indicated that continuous training during work is necessary to develop the capabilities of employees

and keep abreast of the latest scientific developments in their field of work, in order to achieve the best job performance and the best service provided to customers. It is what characterizes the agricultural job in terms of requirements or challenges, by dealing with the poor peasant class, who may not have appropriate education, and what this job offers in terms of challenging and enduring job opportunities and contains feedback elements as part of it that must be used to develop the work and the service provided future (Saleh and Elhamoly, 2021).

Table 4: Distribution of respondents according to their attitudes towards training

No	Towards training	Not agree	Neutral	Agree	Mean	S.D	Rank
1.	I feel that training is not the best solution for developing performance	24	47	125	2.52	.70	5
2.	I advise my colleagues to attend more training courses	25	82	89	2.33	.69	9
3.	Training content is always up-to-date and static	22	74	100	2.40	.68	8
4.	I feel that the goals of training are in one valley and the goals of the employee are in another valley	10	73	113	2.53	.59	4
5.	The return from training is low compared to what is spent on money, time and effort	23	50	123	2.51	.69	6
6.	Successful training depends on modern methods and technology	35	39	122	2.44	.77	7
7.	It is equal to those who trained or those who did not train	57	65	74	2.09	.81	11
8.	There is an evaluation at the end of each training	16	60	120	2.53	.64	4
9.	The selection of the employee for training is not based on training needs	9	40	147	2.70	.54	2
10.	It is preferable to choose trainers in the light of experience and ability to train	12	35	149	2.70	.57	2
11.	Training outside the governorate is better than training inside it due to the availability of an able trainer	11	39	146	2.69	.57	3
12.	The length of the training period leads to an increase in utilization and achievement	11	32	153	2.72	.56	1
13.	It is preferable for the individual to apply what he has been trained in his work	7	47	142	2.69	.53	3

5. Job performance

Performance is the individual's carrying out the various activities and tasks that make up his currency, and it is possible to distinguish between three dimensions or types through which performance can be known (Jeng-Fung et al, 2015). These criteria are: the amount of effort exerted for the employee; quality of effort; performance style; The amount of effort means the amount of physical or mental energy that an individual expends in his work during a specific period of time, and the quality of the expended effort varies according to the type of job work, and the pattern of

performance varies according to the service provided by the employee to clients (Saleh, 2018).

The results of Table 5 regarding job performance showed that their average performance rate was above the average with a rate of 3.49, and this is a good indicator of the employee's conviction of a good level of performance, and this helps to provide the required service to customers. In the field of job performance, the results of Table 4 indicated that the highest job performance result was within the following paragraph (Appearance of the employee in a decent and elegant appearance). where the highest score for high performance was recorded by 60 employees out of the total number of employees, with an average of 4.00 and a standard deviation of 0.91, and then the following paragraph (Collaboration of the employee with his colleagues), came in second place, with an arithmetic mean of 3.95 and a standard deviation of 0.90, with a total number of 57 employees out of the total number of respondents total. This is important to provide the best performance through cooperation with colleagues at work to reach the best performance during their cooperation. Paragraph (The employee's ability to abide by duties) came in third place, with an arithmetic mean of 3.89 and a standard deviation of 0.93, with a total number of 52 employees out of the total number of respondents. This is important for the best performance in the event that the employees fulfill their duties at work and master their work required of them, and this will naturally lead to the best performance. This is consistent with what was indicated by the study mechanism (Saleh et al, 2022).

There is a trend that indicates that there is no significant relationship between work pressure and job performance efficiency. Few people have this opinion, and this trend assumes that the individual has committed himself to a contract with the area in which he works, so he prepares himself physically and psychologically to work in this organization and perform his duties in the best way, because most clients may have personal knowledge of the employee (Campbell et al, 1993). Regardless of the pressures surrounding him, and the owners of this trend assume that the individual has a certain level of rationality, which helps him to accomplish this work and the tasks between him and his department in which he work (Jeng-Fung et al, 2015). There is also another explanation for this trend, as it lies in the individual's ability to adapt and adapt to all new circumstances in his organization, and therefore there will be no psychological or mental effects on the individual, and thus there is no effect on job performance (Saleh, 2018).

Table 5: Distribution of respondents according to the degree of job performance

No	Performance	Score					Mean	S.D	Rank
		1	2	3	4	5			
1.	Knowledge of job requirements and department productivity.	8	17	66	73	32	3.53	1.00	9
2.	The employee's ability to avoid embarrassing situations	2	72	59	49	14	3.01	.97	14
3.	The ability to work for the rest of the department's departments and bear the pressures of work	6	59	47	46	38	3.26	1.17	12
4.	The performance of the employee based on his performance of the tasks entrusted to him	2	17	44	93	40	3.78	.90	5
5.	The employee's ability to abide by duties	2	17	33	92	52	3.89	.93	3
6.	The extent of the employee's ability to arrange a coin	9	11	50	88	38	3.69	.99	6
7.	Collaboration of the employee with his colleagues	4	6	43	86	57	3.95	.90	2
8.	The employee's capacity for continuous learning and new concepts	5	27	81	51	32	3.40	1.00	11
9.	Appearance of the employee in a decent and elegant appearance	2	51	24	95	60	4.00	.91	1
10.	Relations with employees and work team	1	10	51	102	32	3.79	.79	4
11.	The extent of farmers' satisfaction with the current performance	10	61	48	46	31	3.14	1.17	13
12.	Add experience in the field of work	3	23	71	41	58	3.65	1.07	8
13.	You accept the orders of the direct manager to complete the tasks	2	57	31	51	55	3.51	1.20	10
14.	Knowledge of administrative work laws and powers	50	27	41	46	32	2.91	1.43	15
15.	The ability to adapt to the work environment	1	27	51	78	40	3.67	.95	7

Some researchers believe that there is a linear curved relationship in the form of an inverted letter (U) between pressure and performance. This trend assumes that the existence of a low level of work pressure will not motivate individuals to work, and the presence of a high level of pressure at work will lead to the absorption of the capabilities of individuals in an attempt to combat it and provide the best for them, and thus the depletion of these capabilities and the unavailability of work achievement (Maher, 2003). Therefore, the owners of this opinion assume that there is a medium level of work pressure, which helps the individual to find a balance in his powers to distribute them between the completions of his work and combating these pressures, which is the ideal situation for the completion of work.

The paragraph (Knowledge of administrative work laws and powers) was in the last rank in terms of low performance, with an average rate of 2.91 and a standard deviation of 1.43, and this is because most of the respondents did not enter administrative courses related to administrative laws. The reason for this is due to the

fact that the departments focus on technical and scientific courses, in addition to the fact that the international organizations that implemented the training courses during the past four years focused on developing the technical capabilities and work skills of the agricultural engineers, and the duty of the department headquarters is to focus on implementing administrative courses for all newly appointed employees, as there must be a course Administrative for each employee when he is first appointed to know the powers and duties required in his currency (Norsida et al, 2016).

The necessity of activating the Quality and Performance Evaluation Department in the office of Anbar Governorate, where it is necessary to adopt the highest degree in performance in order to promote the employee who performs well, and not to promote the employee to a higher degree in the event that he does not carry out his tasks and duties as required, in addition to that every employee of the department directors or managers The departments do not carry out their tasks in the required manner. He must be relieved of his position, and replaced by someone who is more appropriate and more efficient professionally and scientifically.

4. Relationship between the Independent Variables, (Personal Characteristics Information Sources, Job Satisfaction) and Job Performance.

Measuring the performance of employees is a necessary work to know the weaknesses and strengths to develop their performance in the future, and performance must be measured for any organization, especially when this organization is a service such as our current study that specialized in the employees of the agricultural sector, as this process entails many decisions in the field of managing personnel affairs. The results of the study showed for Table 5 that there is a positive relationship between the independent variables and the dependent variable when using Pearson's correlation coefficient.

During the evaluation process, we can judge the eligibility of workers to stay at work and change the employees' work locations, or their entitlements for promotion to those who deserve it, or lowering or raising their grades and salaries, or even dismissing them, by transferring them to departments within their current level. This is because the worker is considered one of the elements of production, and a means to achieve the objectives and strategies of the institutions, so it is necessary for the organization to measure these human elements in carrying out the tasks entrusted to it and executing the duties in an appropriate manner (Alok et al, 2022).

The results of the study indicated in Table No. 5 a positive relationship between the personal variables for each of (educational level, number of years of service, field of work, number of training courses inside and outside the current governorate, sources of agricultural information, job satisfaction, and attitude towards training), with job performance at the level of Significance of 0.01 and the educational level at the level of 0.05. These is the appropriate place for the symbol, and from here to and reject the hypothesis, and from here reject the hypothesis and accept the hypothesis that indicates the existence of a reciprocal relationship between the independent variables and the dependent variable, which is job performance.

Table 5: Represents the relationship between the independent variables, information sources, job satisfaction and job performance

No	Independent variables	Pearson Correlation			
		Mean	Std. Deviation	Correlation Coefficient	Sig
1.	Age	3.18	1.22	0.076	0.373
2.	Gender	1.98	0.72	0.075	0.221
3.	Education level	5.13	0.99	0.014*	0.000
4.	Workplace	2.57	1.35	0.070	1.000
5.	Years of work	2.54	1.16	-0.0141*	0.000
6.	Current field of work	3.21	1.64	-0.326**	0.000
7.	No of training inside governorate	1.74	0.92	0.140*	0.000
8.	No of training courses outside the governorate	1.04	1.09	0.292**	0.025
9.	Information sources	2.51	0.69	0.206**	0.000
10.	Job Satisfaction	2.69	0.57	0.209**	0.166
11.	Orientation towards training	2.70	0.54	0.239**	0.000

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Significant at level 0.05*. Significant at level 0.01**.

One of the most important features of the service sector, including the services of the agricultural sector, as well as the quality of service provided by the organization. In some cases, it is required to know the quality of the service provided by the worker, regardless of his speed of performance. Hence, it is necessary to know all the factors, including the personality, that have an impact on the performance of employees (Shah et al,2021). The relationship between the independent variables was studied, including age, educational level, years of service, the number of training courses inside and outside the governorate, the work site, as well as job satisfaction, sources of information, and the attitude towards training, in addition to knowing the significance of the relationship between them and the rejection or acceptance of the research hypothesis at the two levels of significance. 0.05, and 0.01.

CONCLUSIONS AND RECOMMENDATIONS

The behavior of the employee in the institution in which he works in the right and proper manner, taking into account the effectiveness and efficiency in the work. Holding training courses for leaders and managers of departments and departments on topics such as: decision-making, leadership styles, and performance evaluation for employees in their departments. The study indicated poor performance in the field of administrative work laws and powers, due to the lack of involvement of employees at the beginning of their professional work in administrative work courses, for the purpose of introducing them to their powers and duties entrusted to them. We recommend that any employee should be included at the beginning of my work in a

training course related to administrative work, management laws and powers, so that the employee is safe from any breach of administrative laws. In addition, we recommend the need for fair nomination of all employees by involving them in development courses to keep abreast of all developments in their work in order to reach the best performance, while providing appropriate service to customers.

The results of the study showed that job performance is affected by job satisfaction, sources of information, and the trend towards training, as well as the number of training courses for employees. It is necessary to provide a suitable environment for employees and increase job satisfaction, which was shown in the study with average satisfaction, in addition to providing better sources of information for employees, relying on reliable sources on the Internet, and activating A central information service to be launched by the Ministry of Agriculture for this purpose. It is also necessary to nominate for training courses in a fair manner among all employees without nepotism or affiliation. The researcher recommends, through studies and meetings for employees, the need to change the departments of agricultural divisions and departments at a maximum of every four years, as there is no future vision for any of the current managers, in addition to activating the role of follow-up and monitoring the performance of each employee in a department created at the headquarters of each department that evaluates the annual performance, to motivate employees Towards the required performance and providing rewards and incentives for employees with a high degree of performance.

FUTURE STUDIES

The researcher did not have the opportunity to study all the factors affecting performance, including the determinants of the current administrative system, including administrative laws that determine the provision of the best services to customers, and the same is the case.

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