



Suggested solutions to improve the effectiveness of the evaluating process the performance of workers in agricultural extension

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Abstract

The research aim is to propose solutions to improve the effectiveness of the evaluating process of the performance of workers in agricultural extension. In order to achieve the objectives of the research, a plan was prepared with the proposed solutions. It consisted of 71 paragraphs and 8 areas (general framework, management and organization of the performance evaluation process, performance evaluation plan, performance evaluation criteria, performance evaluation measures, participation of each of the target guides and subordinate employees in evaluating the performance of their managers, use of performance evaluation results, and reactions data were collected from a random sample of 86 respondents (director, implementer), working in the Agricultural Extension and Training Department, its extension departments, extension centers, and other extension units in Baghdad province for the period between November - January, by means of a questionnaire and by personal interview method. The results of the research concluded that the respondents agreed on the areas and paragraphs of the proposed solutions as follows: the areas obtained a weighted average that falls between 2.86-2.94 degrees with a total average of 2.89 degrees on the scale of a tripartite agreement consisting of three phrases (agree, agreed to some extent, not agreed) Its numerical values were 3,2,1, with the highest degree being 3 and the lowest being one degree. The paragraphs obtained a weighted mean that lies between 2.68-2.95, with a total average of 2.81 degrees on the scale of a tripartite agreement, consisting of three phrases (agree, agree to some extent, disagree), and their numerical values were determined 3,2,1, the highest score was 3 and the lowest score was one. The weighted rates of the agreement are very close and very close to the highest degree of the scale. Thus, the proposed solutions obtained a high degree of approval from the respondents. Accordingly, the researchers recommend the importance of the Agricultural Extension and Training Department to consider these proposed solutions, benefit from them and apply them to improve the effectiveness of evaluating the performance of agricultural extension workers.

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Introduction

Agricultural extension on the global scale is witnessing an increasing trend or movement in the



field of its development in order to achieve an effective response to the needs and challenges of farmers and agriculture (Food and Agriculture Organization of the United Nations 2020). This is due to its importance as a vital system in the agricultural innovation system, sustainable agricultural development, achieving food security and improving the income and livelihood of farmers (Food and Agriculture Organization of the United Nations 2021)The Global Forum for Rural Advisory Services GFRAS points out the importance of the new agricultural extension in achieving an effective response to the needs of farmers and confronting and addressing challenges (Kuyper et al,2017), Since the proper agricultural extension is vital for the development of agriculture, the alleviation of rural poverty and the enhancement of food security (FAO, 2004).The efficiency of the extension organizations is affected by many factors, in the forefront of which are its workers, who have the responsibility to perform many tasks, as they are the mainstay in the success of these organizations (Atta and Al-Badri, 2015).The subject of performance appraisal is one of the topics that researchers in the field of human behavior in general, and in the field of human resources in particular, have taken care of most, because it reflects a positive image of the organization's functioning and the extent of its success and achievement of its objectives. It also represents the first nucleus and the key to success for the process of career creativity and unleashing the potential energies of employees in the organization, especially in light of an administration concerned with developing its career path through the process of continuous improvement and development of employees by influencing their values and skills in a way that leads to the creation of a healthy organizational climate (Al-Sakarna 2009)Therefore, the performance evaluation process is one of the important processes practiced by organizations, which aims to create an appropriate climate of trust between management and employees to raise their performance level and invest in their abilities to help them progress and develop and a sense of

responsibility, and that it contributes to making the worker more sense of justice, and that all his efforts are taken into account by the organization, and pushes the employee to work diligently, seriously, and faithfully to earn the appreciation of his superiors morally and materially (Shamri 2014). and the organizational researchers emphasized that performance evaluation is an essential element in the management of organizations, and there is no doubt that organizations want their employees to perform well in their jobs and conduct a performance evaluation to judge the quality of the performance of their employees. In this regard, organizations must ensure that the performance appraisal process is fair and ends with fair results about the performance of employees, and performance evaluation can be used as an effective management decision tool file if its results provide accurate information about the performance of employees (Poon 2004). Therefore, the performance evaluation process is considered one of the most accurate and sensitive processes because it is linked to the results on which it is based in the decision-making process, policy formulation, development of regulations and laws, planning, and other procedures that affect the reality of the organization and its performance. Therefore, it is the responsibility of the authorities concerned with evaluating performance, the necessity of taking into account a set of aspects to reach correct evaluation outputs (Akef Lutfi et al,2017),Accordingly, performance evaluation requires that there be a comprehensive and accurate perception at the various organizational levels concerned with the process because the organization's overall performance is an integrated outcome of the product of its work. It is a diagnostic, curative, and preventive process because it gives the organization informational feedback on the effectiveness of its performance and the surrounding weaknesses and strengths in order to address them and advance its work and thus achieve its effectiveness (Razouki and Abdel Nasser, 2017). The performance evaluation is a systematic process to achieve an orderly flow of

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data on the performance of workers with the aim of issuing a judgment about the level of this performance and showing the capacity of agricultural extension workers and the duties assigned to them and diagnosing weaknesses in that as an administrative tool and an important entrance in the process of developing job performance for agricultural extension workers, so it needs more attention and the research is due to the lack of interest in the performance evaluation process as a self-reform system and the results that can be drawn from it and achieving an effective evaluation of the performance of agricultural extension workers in a manner that serves to develop the capabilities of employees (workers) and their units and the extension organization in order for the targeted to obtain a feasible and effective service, through the development of these solutions Suggested application theme.

The aim of the search is to:

Suggesting solutions to improve the effectiveness of evaluating process performance of agricultural extension workers

Procedural tariffs

Effectiveness improvement: It is the process that deals with the best methods by which the objectives of the performance appraisal process are achieved by putting their results into practical application.

Performance appraisal process: an objective, systematic, planned, and organized process that focuses on the specific duties and tasks accomplished by the employees and the level of their achievement.

Agricultural Extension Workers: They are the employees (manager, executor) working at all levels and units of the extension organization.

Materials and methods:

Research Method: Use the field survey method to achieve the research aim because it is an appropriate method for collecting data and detailed information about the reality of the process of evaluating the performance of agricultural extension workers.

Research community: The research was conducted on a random sample of 60% of the extension and agricultural units in the research community, totaling 26 units, with 1 office of the Director-General of the Agricultural Extension and Training Department, 2 the Office of Agriculture Directors in Baghdad province (Al-Karkh and Al-Rasafa), 8 extension departments in the Extension and Training Department agricultural, 2 Extension centers in Abu Ghraib and Al-Rashidiya Farm, 2 extension departments in the Baghdad Agriculture Directorate, Baghdad province (Al-Karkh and Al-Rasafa), 11 agricultural divisions in the two directorates of Baghdad province Agriculture (Al-Karkh, Al-Rusafa) A random sample of 86 respondents was selected, and they are all managers (senior management, middle management, and executive management) in the extension units, totaling 25 managers. A proportional random sample was chosen by 40% of the extension staff, the research sample, with a total of 49 targets, and 55% of the workers in the agricultural divisions, totaling 12 targets, for a total of 61 targets.

1. Scheme of proposals (a suggested scenario) for the performance appraisal process

In light of the relevant literature and scientific studies, and the opinions and viewpoints of some employees working in the Agricultural Extension and Training Department, the scheme consisted of 71 paragraphs divided into 8 areas.

. Data collection tool: The questionnaire was used as a means of collecting data and information. A questionnaire is an appropriate tool for collecting data, facts, and detailed information from the respondents to achieve the objectives of the research.



Table 1. Areas and paragraphs of the proposed scenario to improve the effectiveness of the process of evaluating the performance of workers in agricultural extension

non agree	Somewhat agree	agree	paragraphs	no
			The general framework and management of the performance appraisal process: - Preparing an extension guide (general framework) that directs the performance evaluation process and guides the extension organization and its units in the procedures for evaluating the performance of agricultural extension workers and includes:	1
			A- Defining the terms (performance, performance evaluation).	
			B - Introducing the need to evaluate the performance of agricultural extension workers.	
			T - Introducing the importance of evaluating the performance of agricultural extension workers.	
			D - its ability to evaluate the performance of the extension organization.	
			C- Determining the aim(s) of the process of evaluating the performance of workers in agricultural extension (it is important to focus on what the workers accomplished, the quality of achievement).	
			H - Defining the policy, meaning that the performance evaluation should be a participatory process in which the relevant parties interact and participate, and that it is public and not confidential.	
			D- Determining instructions showing the procedures to be taken in conducting the performance evaluation process.	
			Y- To be approved by the senior management of the extension organization.	
			T- Characteristics of the performance evaluation process:	
			Objective rather than subjective.	
			- fair.	
			- humanity	
			Motivate employees (general) to improve their performance.	
			Achieving the unity of the evaluation process procedures.	
			Organizing the performance evaluation process, including:	2
			A- Creating a unit (section, division, unit) that is responsible for managing the performance evaluation file, and it is within the Human Resources Management Department.	
			B- Determining the tasks of the unit (section, division, unit) performance evaluation, including:	

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			Suggesting a extension guide for the performance evaluation process and presenting it to the senior management for the purpose of approval.	
			Spreading the culture of effective performance evaluation as an administrative tool to improve the extension service and improve the performance of the extension organization.	
			Preparing a performance evaluation plan.	
			Determining evaluation methods (critical lists, management by objectives, 360 degrees)	
			- Designing a tool (evaluation form).	
			Coordination with departments and training centers in preparing and implementing training programs specialized in strengthening performance.	
			- Coordination with administrative units and research centers in preparing a guide to the capabilities (competencies) that should be available to those in charge of the performance evaluation process.	
			Create the requirements and supplies necessary to conduct the performance evaluation process.	
			- Preparing a performance evaluation tool (form).	
			- Follow up on the performance evaluation process in the field.	
			Documenting the results of the performance evaluation process.	
			Studying the results of performance evaluation (a seminar, a scientific study, a workshop).	
			- Reporting performance evaluation results to higher management	
			C- Those in charge of the performance evaluation process, including:	
			- Convinced that employee performance evaluation is effective.	
			- Their knowledge of the guideline (general frameworks) in all its details.	
			The specialized training required for them.	
			Availability of administrative capabilities.	
			- Their knowledge of the characteristics of the performance evaluation process.	
			The performance evaluation plan includes: - Preparing a plan for the annual performance evaluation process, including:	3
			Performance evaluation aim.	
			evaluation criteria	
			Evidence and data to be adopted in performance evaluation.	

			Sources of data and evidence.	
			Determine the methods of performance evaluation.	
			Defining and developing a tool (evaluation form).	
			Determining the procedures that are supposed to be conducted by those in charge of the evaluation to achieve a participatory evaluation.	
			Determining the skills and experiences that are required to be provided by the performance evaluation.	
			Determine the duties and tasks of the employees whose performance will be evaluated.	
			Determining the timing of performance evaluation.	
			Determining the criteria for evaluating the performance of employees, including:	
			Adopting clear standards that focus on actual performance.	
			Practically applicable.	
			Determining the data and evidence needed to evaluate performance.	
			Determine the sources of performance evaluation data.	
			- Evaluation data focus on the actual performance assigned to the employee (worker) in the evaluation year.	4
			Relevance of standards to the objectives of the performance evaluation process.	
			Relevancy of the criteria to the job description.	
			Relevancy of the standards with the duties or tasks of the employees targeted in the performance evaluation.	
			Performance evaluation measures include:	
			- Use the appropriate standards that are appropriate.	5
			Avoidance of subjectivity in performance evaluation.	
			A- Targeted participation in the extension service, including:	
			Orientation towards achieving the participation of the target audience in the extension service and adopting their satisfaction, observations and opinions in evaluating the performance of the employees (workers) in agricultural extension.	6
			B - The participation of the target audience in the extension service, including:	
			Orientation towards achieving the participation of (subordinate employees) and approving their satisfaction, observations and opinions in evaluating the performance of their managers.	
			Use of performance evaluation results, including:	7

			Informing the employee (worker) of the results of his performance evaluation.	
			Giving the employee the opportunity to object to the results of his evaluation.	
			- Studying the objections submitted by the employees targeted in the evaluation .	
			Informing the employee of the outcome of the objection.	
			Put a copy of the result (evaluation form) in the employee's file.	
			Documenting the results in a database.	
			- Studying the results of the evaluation and comparing them with previous years to see the extent of progress in the performance level of employees (workers) in agricultural extension.	
			Diagnose strengths and weaknesses in performance and identify the gap in performance and its causes.	
			Providing the department or centers concerned with training with a copy of the performance evaluation results and approving them in preparing development programs for employees (workers) in agricultural extension.	
			Informing the department head of the performance evaluation results and approving them.	
			Reactions include:-	
			Paying attention to the employees' (targeted) reactions about the performance evaluation process with all its procedures and results.	
			The importance of achieving employee satisfaction (targeted) with the performance evaluation process with all its procedures and results.	
			- The reflection of performance evaluation on motivating employees (workers) to improve their performance.	

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Results and discussion

The first aim: is to propose solutions to improve the effectiveness of the process of evaluating the performance of workers in agricultural extension

The following results appeared

First: The degree of agreement of the surveyed guidance staff on the areas of perception (suggested solutions)

1. The weighted average of the agreement of the surveyed guidance personnel (managers and implementers) ranged between 2.86-2.94 degrees, with a total average of 2.89 on the scale of the highest degree of 3 degrees and the lowest degree

of one, and it is very close and close to the upper degree of the scale.

2. The average agreement of managerial guidance personnel on the eight domains ranged between 2.88-3 degrees, with an overall average of 2.94 degrees.

3. The averages of agreement of the implementing guidance personnel on the eighth domain ranged between 2.85-2.95 degrees, with a total average of 2.9 degrees and the weighted average of agreement of the two categories of employees surveyed (managers and implementers) on each of the eight domains are very close and very close to the highest degree of the scale, Table 2.

Table 2. Agreement rates of the surveyed extension staff (managers and implementers) on the areas of the proposed vision to improve the process of evaluating the performance of agricultural extension workers

total average agreement	The average agreement of the implementing personnel	extensions Managers Agreement Averages	Fields	no.
2.93	2.95	2.92	The general framework for the performance evaluation process	1
2.94	2.88	3	Managing and organizing the performance evaluation process	2
2.88	2.80	2.96	performance evaluation plan	3
2.91	2.90	2.92	performance evaluation criteria	4
2.90	2.91	2.88	performance evaluation metrics	5
2.89	2.90	2.88	a. Participation of the target audience in the extension service	6
2.90	2.88	2.92	B. Participation of subordinate employees in evaluating the performance of their managers	
2.86	2.85	2.88	Use of performance evaluation results	7
2.93	2.93	2.92	Reactions	8

From Table 2, it is concluded

All the agricultural extension employees surveyed, managers and implementers, see the importance of the eight proposed areas for the process of evaluating the performance of workers in agricultural extension as suggested solutions to improve this process.

Second: The degree of agreement of the counseling staff surveyed in the paragraphs of the first field, the general framework of the performance

evaluation process, It included 14 paragraphs in the light of a tripartite agreement list consisting of three phrases agreed, agreed to some extent, disagree, and its numerical value was set at 1,2,3.

The following results appeared:

1. The weighted average of the agreement of the surveyed guidance personnel (managers and implementers) ranged between 2.80-2.88 degrees, with a total average of 2.84 on the scale of the



highest degree of 3 degrees and the lowest degree of one, and it is very close and close to the upper degree of the scale.

2. The managers' guidance staff agreement rates on the fourteen items ranged between 2.76- 2.96 degrees, with a total average of 2.86 degrees.

3. The average agreement of the implementing guidance staff in the fourteen paragraphs ranged

between 2.73-2.86 degrees, with a total average of 2.80 degrees.

And the weighted average of agreement of the two categories of employees surveyed (managers and implementers) on each of the fourteen paragraphs is very close and very close to the highest degree of the scale, Table 3.

Table 3. Agreement rates of the surveyed extension employees (managers and implementers) in the paragraphs of the first field The general framework for the process of evaluating the performance of agricultural extension workers

total average agreement	The average agreement of the implementing personnel	extensions Managers Agreement Averages	The general framework for the performance evaluation process	.No
2.88	2.85	2.92	Definition of terms (performance, performance evaluation)	1
2.87	2.86	2.88	Defining the need to evaluate the performance of agricultural extension workers.	2
2.83	2.83	2.84	Introducing the importance of evaluating the performance of agricultural extension workers.	3
2.80	2.80	2.8	Its ability to evaluate the performance of the extension organization.	4
2.80	2.73	2.88	Determining the aims(s) of the process of evaluating the performance of workers in agricultural extension (it is important to focus on what the workers have accomplished, the quality of achievement	5
2.80	2.83	2.76	Defining the policy, means that the performance evaluation is a participatory process that interacts and participates with the relevant parties and is public and not confidential.	6
2.86	2.81	2.92	Determining instructions showing the procedures to be taken in conducting the performance evaluation process.	7
2.83	2.83	2.84	To be approved by the senior management of the extension organization.	8
2.82	2.80	2.84	Characteristics of the performance evaluation process	9
2.81	2.78	2.76	Objective rather than subjective	10
2.86	2.77	2.96	fair	11
2.83	2.75	2.92	humanity	12
2.87	2.83	2.92	Motivates (general) employees to improve their performance.	13
2.80	2.81	2.8	Achieving unity of evaluation process procedures.	14
2.83	2.80	Total		total

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From Table 3, it is concluded

All respondents, managers, and implementers, see the importance of the proposed paragraphs for the general framework, as it is considered a guide or a guide that can guide the extension organization and its units in evaluating the performance of workers in agricultural extension, because of its importance and the need for it. guidance) to ensure that it carries out the tasks entrusted to it.

Third: The degree of agreement of the surveyed extension staff on the paragraphs of the second field, managing and organizing the process of evaluating the performance of agricultural extension workers. It included 21 paragraphs in the light of a tripartite agreement list consisting of three phrases (agree, agree to some extent, disagree), and its numerical value was determined (1,2,3) as a degree, and the following results appeared:

1. The weighted average of the agreement of the surveyed guidance staff (managers and

implementers) ranged between 2.72-2.91 degrees, with a total average of 2.81 points on the scale of the highest degree of 3 degrees and the lowest degree of one, and it is very close and close to the upper degree of the scale.

2. The managers' guidance staff agreement average in the twenty-first paragraphs ranged between 2.70-2.96 degrees, with a total average of 2.83 degrees.

3. The average agreement of the implementing guidance staff on the twenty-first paragraph ranged between 2.75-2.90 degrees, with a total average of 2.82 degrees.

And the weighted rates of agreement of the two categories of employees surveyed (managers and implementers) on each of the twenty-first paragraphs are very close and very close to the highest degree of the scale, Table 4

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Table 4: Agreement rates of the surveyed extension staff (managers and implementers) in the paragraphs of the second field, managing and organizing the process of evaluating the performance of agricultural extension workers

total average agreement	The average agreement of the implementing personnel	extensions Managers Agreement Averages	Paragraphs of the management and organization of the performance evaluation process	No.
2.78	2.85	2.72	Creating a unit (section, division, unit) that is responsible for managing the performance evaluation file and it is within the Human Resources Management Department	1
2.89	2.90	2.88	Determining the tasks of the unit (section, division, unit) performance evaluation	2
2.75	2.80	2.70	Suggesting a extension guide for the performance evaluation process and presenting it to the senior management for the purpose of approval.	3
2.80	2.81	2.80	Spreading the culture of effective performance evaluation as a management tool to improve the extension service and improve the performance of the extension organization	4
2.82	2.81	2.84	Preparing a performance evaluation plan.	5



2.72	2.80	2.64	Determine evaluation methods (critical lists, management by objectives, 360 degrees)	6
2.74	2.77	2.72	Tool design (evaluation form).	7
2.74	2.80	2.68	Coordination with departments and training centers in preparing and implementing training programs specialized in performance evaluation.	8
2.73	2.75	2.72	Coordination with administrative units and research centers in preparing a guide to the capabilities (competencies) that should be available to those in charge of the performance evaluation process.	9
2.82	2.77	2.88	Create the requirements and supplies necessary to conduct the performance evaluation process.	10
2.88	2.88	2.88	Preparing a performance evaluation tool (form).	11
2.87	2.83	2.92	Follow-up procedures for the performance evaluation process in the field.	12
2.86	2.88	2.84	Documenting the results of the performance evaluation process.	13
2.76	2.81	2.72	Studying the results of performance evaluation (a seminar, a scientific study, a workshop).	14
2.86	2.81	2.92	Reporting performance evaluation results to higher management	15
2.91	2.86	2.96	Those in charge of the performance appraisal process, including:	16
2.87	2.83	2.92	Their conviction that employee performance evaluation is effective.	17
2.89	2.86	2.92	Their knowledge of the guideline (general frameworks) in all their details.	18
2.84	2.81	2.88	Specialized training is required for them.	19
2.91	2.86	2.96	Availability of administrative capabilities (competencies).	20
2.86	2.81	2.92	Their knowledge of the characteristics of the performance evaluation process.	21
2.82	2.82	2.82	المجموع	

From Table 4, it is concluded

The agreement of all respondents, managers, and implementers, on the paragraphs of the management and organization of the performance evaluation process and the creation of special organizational units for this at different levels and that the good organization of the indicative organization is integration and which means the participation of the relevant parties (formal and informal) in the performance evaluation process and they have representation in this organization.

Adequacy of the organization in terms of quantity and quality. This means providing a sufficient number of qualified workers and representatives of related parties, clarity of tasks and responsibilities for members of the organization to avoid chaos at work, and a clear mechanism for coordination within the organization and with other related organizations (Razouki, and Abdel Nasser, 2017).



Fourth: The degree of agreement of the surveyed extension staff on the paragraphs of the third field, a practical plan for evaluating the performance of agricultural extension workers.

It included 10 paragraphs in the light of a tripartite agreement list consisting of three phrases (agree, agreed to some extent, disagree), and its numerical value was determined (1,2,3) as a degree, and the following results appeared:

1. The weighted average of the agreement of the surveyed guidance personnel (managers and implementers) ranged between 2.83-2.93 degrees, with a total average of 2.81 points on the scale of the highest degree of 3 degrees and the lowest

degree of one, and it is very close and close to the upper degree of the scale.

2. The average agreement of the directors' guidance staff on the ten items ranged between 2.8-3 degrees, with an overall average of 2.9 degrees.

3. The average agreement of the implementing guidance staff on the ten items ranged between 2.80-2.90 degrees, with a total average of 2.85 degrees, and the weighted rates of agreement of the two categories of employees surveyed (managers and implementers) on each of the ten items are very close and very close to the highest degree of the scale, Table 5.

Table 5: Agreement average of the surveyed extension staff (managers and implementers) in the paragraphs of the third field, a plan for the process of evaluating the performance of agricultural extension workers

total agreement	The average agreement of the implementing personnel	extensions Managers Agreement Averages	Paragraphs of the performance evaluation process plan area	.No
2.84	2.80	2.88	performance evaluation aim.	1
2.87	2.83	2.92	evaluation criteria	2
2.89	2.90	2.88	Evidence and data to be adopted in the performance evaluation.	3
2.83	2.86	2.8	Data sources and evidence.	4
2.91	2.90	2.92	Determining the methods of performance evaluation.	5
2.88	2.88	2.88	Defining and developing a tool (evaluation form).	6
2.84	2.80	2.88	Determining the procedures that are supposed to be conducted by those responsible for the evaluation to achieve a participatory evaluation.	7
2.85	2.86	2.84	Determining the skills and experiences that are required to be provided by the performance evaluation.	8
2.93	2.86	3	Determine the duties and tasks of the employees whose performance will be evaluated.	9
2.88	2.85	2.92	Determine performance evaluation timings.	10
2.87	2.85	2.89	total	

From Table 5, it is concluded

All respondents, managers, and implementers, agreed on the paragraphs of the plan of the performance evaluation process through the necessity of having a plan for the performance

evaluation process that includes the aim of performance evaluation, evaluation criteria, evidence and data to be adopted in performance evaluation, sources of data and evidence,



determining the methods of performance evaluation, Defining and developing a tool (evaluation form), Determining the procedures that those in charge of the evaluation are supposed to carry out to achieve a participatory evaluation, specifying the skills and experiences that are required to be provided by those conducting the performance evaluation, defining the duties and tasks of the employees whose performance will be evaluated, determining the timing of the performance evaluation

Fifth: The degree of agreement of the surveyed extension staff on the paragraphs of the fourth field. Determining the criteria for the process of evaluating the performance of agricultural extension workers

It included 9 paragraphs in the light of a tripartite agreement list consisting of three phrases (agree, agreed to some extent, disagree), and its numerical

value was determined (1,2,3) as a degree, and the following results appeared:

1. The weighted average of the agreement of the surveyed extensions personnel (managers and implementers) ranged between 2.79-2.88 degrees, with a total average of 2.83 points on the scale of the highest degree of 3 and the lowest degree of one, and it is very close and close to the upper degree of the scale.
2. The managers' extension staff agreement rates on the nine items ranged between 2.76-2.92 degrees, with a total average of 2.84 degrees.
3. The average of agreement of the implementing guidance staff on the nine items ranged between 2.78-2.85 degrees, with a total average of 2.81 degrees and the weighted rates of the agreement of the two categories of employees surveyed (managers and implementers) on each of the nine paragraphs are very close and very close to the highest degree of the scale, Table 6.

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Table 6: Agreement averages of the surveyed extension staff (managers and implementers) on the paragraphs of the fourth field. Determining criteria for the process of evaluating the performance of agricultural extension workers

total agreement	The average agreement of the implementing personnel	extensions Managers Agreement Averages	Paragraphs of the field of determining performance evaluation criteria	No.
2.88	2.85	2.92	Adopting clear standards that focus on actual performance.	1
2.86	2.85	2.88	feasible to implement.	2
2.88	2.85	2.92	Determining the data and evidence needed to evaluate performance.	3
2.82	2.80	2.84	Determine the sources of performance evaluation data.	4
2.84	2.81	2.88	Evaluation data focus on the actual performance assigned to the employee (worker) in the evaluation year.	5
2.84	2.83	2.76	Relevancy of standards to the aims of the performance evaluation process.	6
2.79	2.78	2.80	Relevancy of the criteria to the job description.	7
2.84	2.80	2.88	Relevancy of standards with the duties or tasks of the employees targeted for performance evaluation.	8
2.88	2.85	2.92	Knowledge of those who evaluate	9



			performance with these standards.	
2.84	2.82	2.86	Total	

From Table 6, it is concluded

The agreement of all respondents, managers, and implementers, on the paragraphs of the criteria for the performance appraisal process

The performance appraisal process requires setting clear, specific, and practically applicable standards and that the performance evaluation criteria are productive, descriptive, and quantitative criteria. Therefore, the indicative organization’s management should determine the evaluation criteria when determining the desired objectives to be achieved and their relevance to the standards. The objective of the performance evaluation is to measure the extent of the employee’s commitment to the work requirements that are specified in the form of criteria (quantitative, qualitative) as well as his behavior and performance at work, As well as its relationship to the job description and the duties or tasks of the employees targeted by the performance evaluation, then clearly specifying the levels of performance that they require from the workers, with detailing each of the performance standards into parts or specific areas of performance levels that should be measured

B. That the criteria be clear and strategically defining these criteria is necessary for the success of the performance appraisal process because they constitute the mainstay from which the stakeholders, especially the employees and their managers (Al-Tai,2005).

Sixth: The degree of agreement of the surveyed extension staff on the paragraphs of the fifth field Measures of the process of evaluating the performance of workers in agricultural extension It included 2 paragraphs in the light of a tripartite agreement list consisting of three phrases (agree, agreed to some extent, disagree), and its numerical value was determined (1,2,3) as a degree, and the following results appeared:

1. The weighted average of the agreement of the surveyed guidance personnel (managers and implementers) ranged between 2.88-2.89 degrees, with a total average of 2.88 on the scale of a high degree of 3 and a minimum of one degree, and it is very close and close to the upper degree of the scale.
2. The managers’ guidance staff agreement averages on the two items ranged between 2.88 degrees, with an overall average of 2.88 degrees.
3. The average agreement of the implementing guidance staff in the nine paragraphs ranged between 2.88-2.90 degrees, with a total average of 2.89 degrees, and the weighted rates of agreement of the two categories of the surveyed employees (managers and implementers) on each of the two paragraphs are very close and very close to the highest degree of the scale, Table 33 .

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Table 7: Agreement rates of the surveyed extension staff (managers and implementers) in the paragraphs of the fifth field Measures of the process of evaluating the performance of agricultural extension workers

total agreement	The average agreement of the implementing personnel	extensions Managers Agreement Averages	Paragraphs of the performance evaluation metrics field	No.
2.88	2.88	2.88	Use appropriate metrics that are appropriate.	1
2.89	2.90	2.88	Stay away from subjectivity in performance evaluation.	2
2.88	2.89	2.88	total	

From Table 7, it is concluded



All respondents, managers, and implementers, agreed on the paragraphs of measures of the performance evaluation process because of their importance in evaluating the performance of workers in agricultural extension and using appropriate measures in evaluating their performance and moving away from subjectivity through

a. Using appropriate objective measures, where decisions are taken based on the information obtained from the evaluation with all objectivity and without bias, which contributes to determining the training needs of employees on sound objective bases.

Seventh: The degree of agreement of the counseling employees surveyed, managers and implementers, on the paragraphs of the sixth field, the participation of both those targeted in the extension service and subordinate employees in the performance evaluation

It included 2 paragraphs, which is in light of the list of tripartite agreements consisting of three phrases

(agree, agreed to some extent, disagree) and its numerical value was determined (1,2,3) as a degree, and the following results appeared:

1. The weighted average of the agreement of the surveyed guidance staff (managers and implementers) ranged between 2.77-2.81 degrees, with a total average of 2.79 on the scale of the highest degree of 3 degrees and the lowest degree of one, and it is very close and close to the upper degree of the scale.

2. The managers' guidance staff agreement rates on the two items ranged between 2.72-2.80 degrees, with a total average of 2.76 degrees.

3. The average agreement of the implementing guidance personnel on the two items ranged between 2.83 degrees, with a total average of 2.83 degrees and the weighted average of agreement of the two categories of employees surveyed (managers and implementers) on each of the two items is very close and very close to the highest degree of the scale, Table 8

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Table 8: Agreement average of the surveyed extension staff (managers and implementers) in the paragraphs of the sixth field. Participation of those targeted in the extension service and subordinate employees in the performance evaluation

total agreement	The average agreement of the implementing personnel	extensions Managers Agreement Averages	Participation of the target audience in the extension service and subordinate employees in the performance evaluation	No.
2.81	2.83	2.80	Orientation towards achieving the participation of the target audience in the extension service and adopting their satisfaction, observations and opinions in evaluating the performance of employees (workers) in agricultural extension.	1
2.77	2.83	2.72	Orientation towards achieving the participation of subordinate employees and approving their satisfaction, observations and opinions in evaluating the performance of their manager.	2
2.79	2.83	2.76	Total	

From Table 8, it is concluded

All respondents, managers, and implementers, agreed that

a. The targeted extension service (farmers) participate in evaluating the performance of agricultural extension workers because it



contributes to developing its inputs and moving towards achieving the participation of the targeted extension service and adopting their satisfaction, observations, and opinions in evaluating the performance of staff (workers) in agricultural extension .In order for the agricultural extension to achieve its objectives of providing various extension services through the entrances, these entrances should have all the elements and material and human capabilities in methods that achieve the maximum possible benefit from them .These subordinates can provide their manager with important and effective information about the extent of the manager's success and efficiency in leading and directing them to work and other functions of the manager. (Abbas,2010).

Eighth: The degree of agreement of the counseling employees surveyed, managers, and implementers, in the paragraphs of the seventh field, the use of performance evaluation results

It included 10 paragraphs in the light of a tripartite agreement list consisting of three phrases (agree,

agree to some extent, disagree), and its numerical value was determined (1,2,3) as a degree. The following results appeared:

1. The weighted average of the agreement of the surveyed guidance personnel (managers and implementers) ranged between 2.68-2.95 degrees, with a total average of 2.81 points on the scale of the highest degree of 3 degrees and the lowest degree of one, and it is very close and close to the upper degree of the scale.

2. The managers' guidance staff agreement average on the ten items ranged between 2.72-3 degrees, with a total average of 2.86 degrees.

3. The average agreement of the implementing guidance staff on the ten items ranged between 2.73-2.91 degrees, with a total average of 2.82 degrees. and the weighted average of agreement of the two categories of employees surveyed (managers and implementers) on each of the ten items are very close and very close to the highest degree of the scale, Table 9.

Table 9: Agreement rates of the surveyed extension staff (managers and implementers) in the paragraphs of the seventh field, using the performance evaluation results

total average agreement	The average agreement of the implementing personnel	extensions Managers Agreement Averages	Paragraphs of the field of use of performance evaluation results	.No
2.75	2.78	2.72	Informing the employee (worker) of the results of his performance evaluation .	1
2.75	2.83	2.68	Giving the employee the opportunity to object to the results of his evaluation.	2
2.8	2.86	2.84	Study the objections submitted by the employees targeted by the evaluation .	3
2.81	2.90	2.72	Inform the employee of the outcome of the objection.	4
2.78	2.73	2.84	Put a copy of the result (evaluation form) in the employee's file.	5
2.82	2.88	2.76	Document the results in a database.	6
2.89	2.91	2.88	Studying the results of the evaluation and comparing them with previous years to see the extent of progress in the performance level of employees (workers) in agricultural extension.	7
2.92	2.88	2.96	Diagnose strengths and weaknesses in performance and identify the gap in performance	8



			and its causes.	
2.95	2.90	3	Providing the department or centers concerned with training with a copy of the performance evaluation results and approving them in preparing development programs for employees (workers) in agricultural extension.	9
2.92	2.88	2.96	Informing the department head of the performance evaluation results and approving them	10
2.84	2.84	2.84		Total

It can be concluded from Table 9

All respondents, managers, and implementers, agreed on the need to use the results of performance evaluation, which focuses on performance planning, and the method of evaluating behavior that focuses on behavioral traits and traits, in addition to other bases. evaluate them, rather revealing weaknesses and strengths in the performance of employees, so that it can help them to overcome weaknesses, develop strengths, and then raise the productive efficiency of employees, which ultimately helps the organization to achieve its basic aims. It is necessary that the results of the evaluation be public. Rather, a kind of feedback on the results of the evaluation of employees must be evaluated, as well as discussed with them to help them improve and grow.

Ninth: The degree of agreement of the counseling staff surveyed, managers and implementers, on the paragraphs of the eighth field. Reactions

It included 3 paragraphs in the light of the list of tripartite agreements consisting of three phrases

(agree, agreed to some extent, disagree), and its numerical value was determined (1,2,3) as a degree, and the following results appeared:

1. The weighted average of the agreement of the surveyed guidance personnel (managers and implementers) ranged between 2.78-2.92 degrees, with a total average of 2.85 on the scale of a high degree of 3 and the lowest degree of one, and it is very close and close to the upper degree of the scale.

2. The managers' guidance staff agreement rates on the three items ranged between 2.74-2.92 degrees, with a total average of 2.83 degrees.

3. The rates of agreement of the implementing guidance staff on the three items ranged between 2.83-2.93 degrees, with a total average of 2.88 degrees.

And the weighted rates of agreement of the two categories of employees surveyed (managers and implementers) on each of the three items are very close and very close to the highest degree of the scale, Table 10.

Table 10: Agreement average of the surveyed counseling staff (managers and implementers) in the paragraphs of the seventh field Reactions

total agreement	The average agreement of the implementing personnel	extensions Managers Agreement Averages	Paragraphs area of reactions	No.
2.80	2.85	2.76	Paying attention to the employees' (targeted) reactions about the performance evaluation process with all its procedures and results.	1



2.78	2.83	2.74	The importance of achieving employee satisfaction (targeted) with the performance evaluation process with all its procedures and results.	2
2.92	2.93	2.92	The reflection of performance evaluation on motivating employees (workers) to improve their performance.	3
2.83	2.87	2.80	Total	

It can be concluded from Table 9

All respondents, managers, and implementers, see the necessity of adopting feedback as a fair method to better analyze the performance of employees and reduce the process of bias in the performance appraisal process and help in developing work, motivating them, working in a team spirit and providing the best services based on their observations and approval of their satisfaction, which helps in improving the performance of employees. (Al-Saati, and Al-Awasa, 2020)

Conclusions:

The respondents in agricultural extension workers (managers and implementers) see the importance of having an integrated guide to the performance evaluation process that addresses all its fields and its poverty, namely (general framework, management and organization of the performance evaluation process, performance evaluation plan, performance evaluation standards, Performance evaluation measures, participation of both the target guidance service and subordinate employees in evaluating the performance of their managers, the use of performance evaluation results, reactions) and they believe in the need to be a performance-focused evaluation.

Recommendations:

1. The researcher recommends the importance of accrediting the Agricultural Extension and Training Department with what came in the areas and paragraphs of the proposed vision for the process of evaluating the performance of agricultural extension workers.
2. The performance evaluation process shall be objective in accordance with the elements and components mentioned in the proposed vision, including the general framework, management,

and organization of the performance evaluation process, the performance evaluation plan, Performance evaluation standards, performance evaluation measures, participation of each of the target guidance service and subordinate employees in evaluating the performance of their managers, use of performance evaluation results, reactions.

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