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

B. A. R. AL-SAADY A. Q. M. AL-CANAY
Prof. Research
dr_bayan_rida@yahoo.com

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A part of M.Sc. thesis of the First author.

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INTRODUCTION
The rural development aims to bring about progressive changes to promote rural economically, socially, culturally and environmentally with democratic approaches that ensure broad participation in planning, implementation and evaluation and aim to integrate official and grassroots efforts to bring about the changes required for the development of natural and human resources and equity in the distribution of development returns in societies. There are many institutions that contribute to the achievement of rural development, including agricultural extension, which is characterized by different educational institutions, which aims to teach the rural population how to identify and prioritize the problems facing them, as well as providing them with the knowledge and skills that enable them to work to solve their problems and appropriate and efficient exploitation of their productive resources (8). Therefore, agricultural extension is highly responsible for achieving rural development because it is one of the tools of rural development by helping rural people adopt innovative ideas which will improve the level of their economic, social and cultural and thus improve the level of the rural community (15). An effective supervisory body requires different categories of staff to carry out various tasks at various levels of this body, especially administrators. The manager is a key element in the administrative process. He is a member of the organization responsible for mobilizing the organization's resources and interacting with other members at all levels of management to achieve the desired objectives (20). He is responsible for planning, coordinating and coordinating the work, tasks, and duties of subordinates. He trains and rehabilitates them, instructs, orders, supervises their work, monitors their achievements and evaluates their job performance (13). It is also an effective and efficient model for crisis resolution and management. It is a director of resources and inputs and a follower of decisions. It is the responsibility of the organization to achieve the objectives of the organization through its ability to formulate plans And to follow up the implementation and direction of activities and events in the right direction and good selection of staff and coordination and effective dealing with them and knowledge of the abilities and needs of workers and motivate them and harness their abilities towards achieving the goals (18). In this regard, Abdul-Alim pointed out in his study that the organization depends to a great extent in its pursuit of its objectives and its responsibilities on the basis of its objectives and responsibilities. The level of performance of the managers they work in, i.e. when managers can perform their administrative functions well, this leads to the success of the organization and its effectiveness in achieving its goals (3), and noted in his study that the performance of the organization guidance for the message affected the functions and roles of the director (6), as well as the level of organization they are in (17). The way managers perform their tasks at all levels of the organization is what determines the efficiency and effectiveness of the organization they manage. In spite of the importance of the extension manager and his role in raising the efficiency of the performance of the agricultural extension system, the reality indicates that there is a weakness in his performance (guidance manager). The study indicated that there is a weakness in the performance of the extension department and the absence of some of its activities at all administrative levels (10), and noted (Salhi) in his study that the performance of the guidance manager is not satisfactory (21), km (5). In his study, Al-Hamdani pointed out that the weakness of the administrations of the extension organizations was reflected in the performance of these organizations in providing their services to the targets (7). This weakness in the performance of agricultural extension managers may be attributed to several reasons, perhaps the most important of which is the selection process, The Selection is the process that allows the organization to select the best candidates for the job in order to achieve the objectives of the organization. This process aims to achieve compatibility between the duties and responsibilities of the job and the qualifications and abilities of the candidate (4), so the success of the organization depends on the good choice of an efficient and qualified manager to perform the
work and take full responsibility (2), preparedness and validity. And the ability to achieve the goals are the scientific basis for the selection of managers in the organization and join them in the work that corresponds to their readiness and tendencies and abilities in the light of efficiency and merit in order to finally put the right person in the right place. There are many researchers agree that the success of the director in his leadership role depends on (Al-Zarabi) in his study that the organizations looking for the best methods for selecting candidates for the administrative position in order to avoid many of the legal, financial and administrative problems resulting from poor selection (11). His study (19). Al-Matrafi pointed out in his study that choosing a manager who possesses a human characteristic contributes to raising and developing his administrative work (9), while Ababneh and Al-Shaqran pointed out that selecting the creative director is necessary task in facing the various challenges and crisis management. It works to raise the efficiency of the employees and improve the performance of the administrative units. The ability to innovate is one of the most important requirements that must be met in the administrative work (1). Despite the importance of the selection of agricultural extension managers as an important and necessary to increase the efficiency and effectiveness of the management of this device and improve its quality, the reality indicates that the process of selecting these managers is not based on scientific and objective basis, as most of the extension organizations in developing countries, A simple information test, and a short interview are used to select its directors. Using this method, it is impossible to distinguish between an effective candidate and an ineffective candidate for managerial positions (22). Based on the above, he was keen to select the appropriate quality for the agricultural extension managers to be responsible for their responsibility, and the absence of previous guidance studies on the selection requirements of agricultural extension managers in Iraq. Therefore, the aim of the research is: Central region of Iraq through the following areas: (Personal traits, human relations, decision making, technical skills, creativity).

**MATERIALS AND METHODS**

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

**Research area**

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

**Data collection tool**

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

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

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

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

**Calculation of the averages of the approval of the experts in the fields and the scales of the scale:** The weights were given to the levels of the scale of approval as follows: Agree = 2, Agree with the adjustment = 1, is Disagree = 0, so the scale ranged from 0-2 degrees, and the averages were calculated by calculates the total scores obtained divided on the number of experts.

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

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

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

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

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

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

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

<table>
<thead>
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<th>No.</th>
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</thead>
<tbody>
<tr>
<td>6. The candidate for the position of Director of Guidance must have letters of thanks and appreciation</td>
<td>4.126</td>
<td>82.52</td>
<td>5</td>
</tr>
<tr>
<td>3. The employee nominated for the position of Director of Guidance must pass the personal interview §§</td>
<td>4.117</td>
<td>82.34</td>
<td>6</td>
</tr>
<tr>
<td>4. The elected employee for the position of Director of Guidance shall have the flexibility to act.</td>
<td>4.295</td>
<td>85.9</td>
<td>6</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
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<th>Centric weight</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>14- Ability to take responsibility in difficult situations faced by extension work.</td>
<td>4.413</td>
<td>88.26</td>
<td>1</td>
</tr>
<tr>
<td>9- Has the ability to convince others.</td>
<td>4.375</td>
<td>87.5</td>
<td>2</td>
</tr>
<tr>
<td>5- The chosen staff member for the position of Director of Guidance shall enjoy high self-confidence.</td>
<td>4.361</td>
<td>87.22</td>
<td>3</td>
</tr>
<tr>
<td>1- The elected employee for the position of Director of Guidance shall enjoy a good reputation and good morals.</td>
<td>4.338</td>
<td>86.76</td>
<td>4</td>
</tr>
<tr>
<td>11- Have the ability and desire to cooperate with others.</td>
<td>4.333</td>
<td>86.66</td>
<td>5</td>
</tr>
<tr>
<td>7- You have good health.</td>
<td>4.295</td>
<td>85.9</td>
<td>6</td>
</tr>
</tbody>
</table>
1. Obtain the will and steadfastness.
2. The selected staff member for the position of Director of Guidance shall be calm and balanced in dealing with matters relating to indicative work.
3. The employee selected for the position of Director of Guidance has a good appearance.
4. The staff member chosen for the post of Director should be able to meet the demands of his subordinates and satisfy their needs.
5. The staff member selected for the post of Director is able to monitor the provision of services and amenities for his subordinates.
6. The employees (subordinates) with the target of the rural people.
7. The employees are able to motivate subordinates to pay attention to the extension work.
8. Be diligent and organized in his work to be a good example of subordinates.
9. To be fair in the treatment of subordinates in the extension work.
10. The level of intelligence is higher than the level of intelligence subordinates.
11. The staff member selected for the post of Director is able to monitor the provision of services and amenities for his subordinates. The subordinates should feel the importance of their efforts in guiding work.
12. - Be able to use the principle of reward and punishment to guide the behavior of subordinates in the work of guidance.

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<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>9 - To be fair in the treatment of subordinates in the extension work.</td>
<td>4.297</td>
<td>85.94</td>
<td>1</td>
</tr>
<tr>
<td>3- The employee selected for the position of Director of Guidance shall accept the proposals of his subordinates and their constructive criticisms.</td>
<td>4.295</td>
<td>85.9</td>
<td>2</td>
</tr>
<tr>
<td>10- The subordinates should feel the importance of their efforts in guiding work.</td>
<td>4.276</td>
<td>85.52</td>
<td>3</td>
</tr>
<tr>
<td>1 - To create an atmosphere of love and mutual respect between him and the subordinates on the one hand and the subordinates themselves on the other.</td>
<td>4.248</td>
<td>84.96</td>
<td>4</td>
</tr>
<tr>
<td>6 - take into account the relations of employees (subordinates) with the target of the rural people.</td>
<td>4.244</td>
<td>84.88</td>
<td>5</td>
</tr>
<tr>
<td>8 - to be able to purify the atmosphere of any differences occurs between subordinates.</td>
<td>4.239</td>
<td>84.78</td>
<td>6</td>
</tr>
<tr>
<td>12 - be able to use the principle of reward and punishment to guide the behavior of subordinates in the work of guidance.</td>
<td>4.234</td>
<td>84.68</td>
<td>7</td>
</tr>
<tr>
<td>7 - be able to motivate subordinates to pay attention to the extension work.</td>
<td>4.225</td>
<td>84.5</td>
<td>8</td>
</tr>
<tr>
<td>2 - conscious awareness of the tendencies and attitudes of subordinates working with him in the extension work.</td>
<td>4.215</td>
<td>84.3</td>
<td>9</td>
</tr>
<tr>
<td>11- The staff member selected for the post of Director is able to monitor the provision of services and amenities for his subordinates.</td>
<td>4.206</td>
<td>84.12</td>
<td>10</td>
</tr>
<tr>
<td>4. The staff member chosen for the post of Director should be able to meet the demands of his subordinates and satisfy their needs.</td>
<td>4.201</td>
<td>84.02</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>4.150</td>
<td>83</td>
<td>12</td>
</tr>
</tbody>
</table>

Table 3. Distribution of respondents according to the proposed paragraphs of the field of human relations
### Table 4. Distribution of respondents according to the proposed paragraphs of the decision-making field

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

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

<table>
<thead>
<tr>
<th>Paragraphs</th>
<th>Weighted average</th>
<th>Centric weight</th>
<th>No.</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 - to have the ability to keep up with the latest developments in the field of agricultural extension.</td>
<td>4.436</td>
<td>88.72</td>
<td>1</td>
</tr>
<tr>
<td>10 - Have the ability to establish good relations between the Agricultural Extension Service and other relevant bodies.</td>
<td>4.417</td>
<td>88.34</td>
<td>2</td>
</tr>
<tr>
<td>4 - to have the ability to determine policies related to agricultural extension system.</td>
<td>4.342</td>
<td>86.84</td>
<td>3</td>
</tr>
<tr>
<td>1 - To understand the concept and objectives of agricultural extension.</td>
<td>4.319</td>
<td>86.38</td>
<td>4</td>
</tr>
<tr>
<td>4 - to have the ability to determine policies related to agricultural extension system.</td>
<td>4.314</td>
<td>86.28</td>
<td>5</td>
</tr>
<tr>
<td>12. Have the ability to invest all available resources for the successful implementation</td>
<td>4.309</td>
<td>86.18</td>
<td>6</td>
</tr>
</tbody>
</table>
of the Action Plan
14. To carry out agricultural administrative extension work in perfect manner
3 - To be familiar with the laws, regulations, and regulations related to the extension work.
15 - To have the ability to identify the strengths and weaknesses of the results of programs and activities guidance.
9 - Have the ability to prepare a future plan to get good staff to work in the agricultural extension system.
2 - to know the philosophy and policy of agricultural extension.
13 - to have the ability to employ his expertise in agricultural extension work.
8 - to have the ability to prepare agricultural extension plans and programs.
6 - To have a knowledge background about the rural community and the conditions that it is in order to be able to understand the problems facing it.
11 - To have the ability to prepare reports for the extension work and submit them to the higher authorities.
7 - to have the ability to transfer the instructions and directives of the Ministry of Agriculture to its employees in a clear manner.

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

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

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

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

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

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

REFERENCE

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