



**UNIVERSITI PUTRA MALAYSIA**

***RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND JOB  
PERFORMANCE OF AGRICULTURAL EXTENSION WORKERS IN IRAQ***

**AHMED HAMDAN LAFTA**

**FP 2018 26**



**RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND JOB  
PERFORMANCE OF AGRICULTURAL EXTENSION WORKERS IN IRAQ**

**By**

**AHMED HAMDAN LAFTA**

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia,  
in Fulfilment of the Requirements for the Degree of Doctor of Philosophy**

**January 2018**

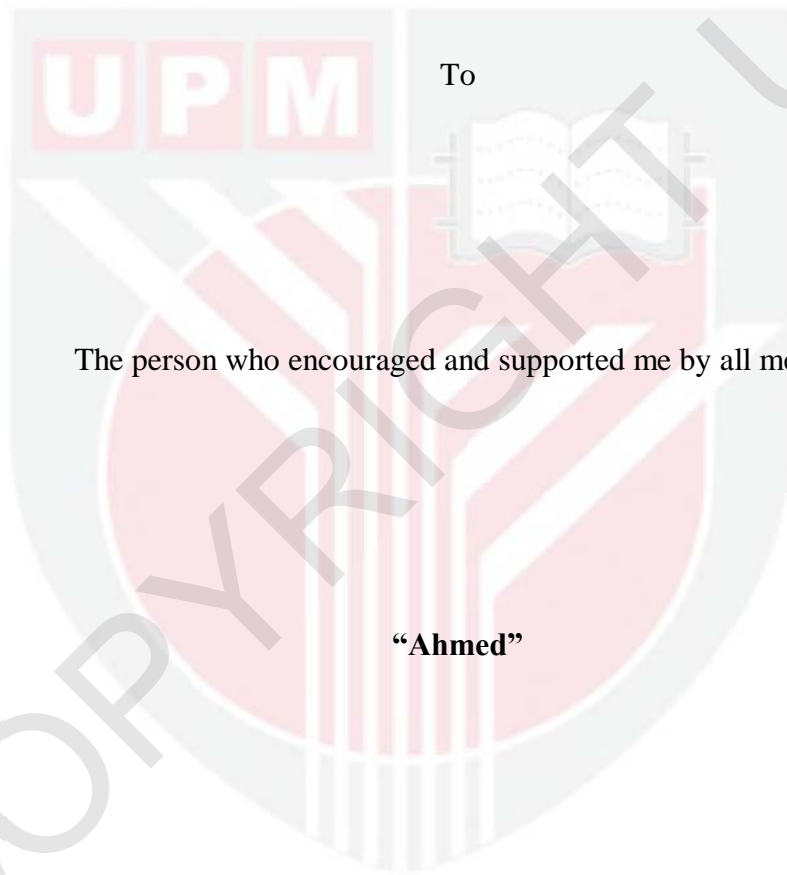
## **COPYRIGHT**

All material contained within the thesis including without limitation text, logos, icon, photographs and all other artwork, is copyright material of Universiti Putra Malaysia unless otherwise stated. Use may be made of any material contained within the thesis for non- commercial purposes from the copyright holder. Commercial use of material may only be made with the express, prior, written permission of Universiti Putra Malaysia.

Copyright©Universiti Putra Malaysia



## DEDICATION



To

The person who encouraged and supported me by all means

**“Ahmed”**

Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment  
of the requirement for the degree of Doctor of Philosophy

**RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND JOB  
PERFORMANCE OF AGRICULTURAL EXTENSION WORKERS IN IRAQ**

By

**AHMED HAMDAN LAFTA**

**January 2018**

**Chairman : Associate Professor Norsida Man, PhD**  
**Faculty : Agriculture**

There has been an extensive exploration on the association of organizational climate with the job performance in a large organizational context, predominantly in western countries. There is a considerable lacuna in understanding how the relationship of organizational climate dimensions and job performance determinants in developing countries especially Iraq. Meanwhile, recently three annual reports issued by the Ministry of Agriculture in Iraq (2013, 2014, 2015) mentioned that workers of extension are weak in their job performance. Actual study explores the dynamic relationship between organizational climate and job performance of the agricultural extension workers in Iraq with the view of providing situated understanding of how the dimensions of organizational climate have an influence on the determinants of job performance. For the organizational climate dimensions, the dimensions measurement is being used as conceptual Campbell et al. Theory (1970) from the literature review. While, the job performance determinants measurement by Porter et al. Theory (1968) is obtained also from literature. Organizational climate was measured using a validated instrument which included 76 questions. In contrast, the job performance was measured by 20 questions. Respondents were selected through the random sampling method to gather the data. Questionnaire were administered to 180 agricultural extension workers in Iraq whereby 53.76% are from the general headquarters, 22.57% are from training centers and 23.67% are from the typical extension farm. The quantitative data were analyzed through SPSS. The results show the majority of respondents' perception is at medium level for organizational climate dimensions, job performance determinants and job satisfaction. The linear relationship between organizational climate and job performance is at 1% significance level. The coefficient value of 0.426 means were calculated based on Guilford's Rule of Thumb: the strength of linear relation is moderate in a positive direction. As the conclusion, agricultural extension workers' role in development and changing is substantial and certainly their attitude toward organizational climate and motivations towards work

will correlate with the quality and caliber of their job performance with respect to their tasks. The literature in the field has established that job performance can be correlated by organizational climate among other factors. Therefore, it is recommended that the importance of a good incentive system in the agricultural extension organization are highlighted because of its impact on the job performance of extension workers where this study showed that there is insignificant in this dimension.



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

**HUBUNGAN DI ANTARA IKLIM ORGANISASI DENGAN PRESTASI  
KERJA PEKERJA PENGEMBANGAN PERTANIAN DI IRAQ**

Oleh

**AHMED HAMDAN LAFTA**

**Januari 2018**

**Pengerusi : Profesor Madya Norsida Man, PhD**  
**Fakulti : Pertanian**

Terdapat penerokaan yang meluas terhadap hubungan antara iklim organisasi dan prestasi kerja, telah dilakukan secara meluas tetapi penerokaan tersebut kebanyakan dilakukan hanya di negara Barat. Terdapat kerumitan dalam memahami hubungan antara iklim sesebuah organisasi dan prestasi kerja yang dijadikan ukuran kepada negara membangun terutamanya Iraq. Sementara itu, tiga laporan tahunan yang terkini yang dikeluarkan oleh Kementerian Pertanian Iraq pada tahun 2013, 2014 dan 2015 menunjukkan kelemahan pekerja pengembangan dalam prestasi kerja mereka. Dengan itu, kajian ini dapat melihat hubungan dinamik antara sudut dimensi iklim organisasi dan faktor penentu prestasi kerja pekerja pengembangan pertanian di Iraq berlandaskan sudut pandangan kefahaman tentang bagaimana dimensi iklim organisasi tersebut telah mempengaruhi faktor penentu yang mempengaruhi prestasi kerja. Untuk sudut dimensi iklim organisasi, ukuran dimensi digunakan sebagai konseptual daripada Cambell et al Theory (1970) di dalam kajian sorotan karya terdahulu. Terperinci faktor penentu prestasi kerja juga diambil daripada Porter et al. Theory (1968) berdasarkan pembacaan literatur. Keadaan organisasi telah diukur menggunakan instrumen yang sah merangkumi 76 soalan. Manakala, prestasi kerja merangkumi 20 soalan. Responden dipilih melalui kaedah persampelan rawak bagi mendapatkan data. Borang soal selidik yang dikehendaki telah diambil daripada 180 pekerja pengembangan pertanian di Iraq dimana 53.76% adalah terdiri daripada pejabat jabatan dimana 22.57% adalah daripada pusat latihan dan 23.6% daripada ladang pengembangan. Data kuantitatif ini telah dianalisis menggunakan SPSS. Hasil kajian mendapati hubungan antara keadaan organisasi dan prestasi kerja adalah pada 1% signifikansi. Nilai koefisien adalah 0.426 secara purata telah dikira berdasarkan "Guilford's Rule of Thumb": kekuatan hubungan adalah sederhana dan menunjukkan arah positif. Kesimpulannya, peranan pekerja pengembangan dalam membangunkan dan mengubah sikap terhadap keadaan organisasi dan motivasi terhadap kerja akan mempengaruhi kualiti dan prestasi kerja mengikut tugas kerja masing-masing.

Kajian lepas berkaitan dapatan kajian ini telah mendapati prestasi kerja boleh dipengaruhi oleh keadaan organisasi dalam beberapa faktor lain juga. Dengan itu, kepentingan sistem insentif dalam organisasi pengembangan pertanian dicadangkan untuk diberikan perhatian kerana kesannya terhadap prestasi kerja pekerja pengembangan, dimana hasil dapatan kajian daripada sudut dimensi tersebut menunjukkan tidak ketara.





## ACKNOWLEDGEMENTS

As with most significant undertakings, this study represents the collective wisdom of many, not just one. I have completed this research and my doctoral journey, not by myself alone, but through the help and support of almighty God and some amazing individuals.

My deepest gratitude goes to Associate Professor Dr. Norsida Man for her support and encouragement throughout the whole process. Her genuine enthusiasm was a real inspiration in helping me complete this thesis. Her continuous help support and attention to detail has been commendable. She always found the time to read and discuss numerous iterations and offering helpful guidance and constructive criticisms. Thanks for being a tireless mentor and coach throughout the program. I am particularly grateful to her for constantly challenging me to think new thoughts.

I owe a tremendous debt of gratitude to my family without whose love and support I could not have done this. They encouraged me along every inch of this arduous journey. Thanks for showing me many years ago what selflessness looks like, for giving me the platform for success and for recognizing in me something that I could not see myself.

Ahmed Hamdan Lafta

I certify that a Thesis Examination Committee has met on 23 January 2018 to conduct the final examination of Ahmed Hamdan Lafta on his thesis entitled "Relationship between Organizational Climate and Job Performance of Agricultural Extension Workers in Iraq" in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Doctor of Philosophy.

Members of the Thesis Examination Committee were as follows:

**Nitty Hirawaty binti Kamarulzaman, PhD**

Associate Professor  
Faculty of Agriculture  
Universiti Putra Malaysia  
(Chairman)

**Ismi Arif bin Ismail, PhD**

Associate Professor  
Faculty of Educational Studies  
Universiti Putra Malaysia  
(Internal Examiner)

**Khairuddin bin Idris, PhD**

Associate Professor  
Faculty of Educational Studies  
Universiti Putra Malaysia  
(Internal Examiner)

**Bahgat Mohamed Abdel-Maksoud Youssif, PhD**

Professor  
Assiut University  
Egypt  
(External Examiner)



**NOR AINI AB. SHUKOR, PhD**

Professor and Deputy Dean  
School of Graduate Studies  
Universiti Putra Malaysia

Date: 26 April 2018

This thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfilment of the requirement for the degree of Doctor of Philosophy. The members of the Supervisory Committee were as follows:

**Norsida Man, PhD**

Associate Professor  
Faculty of Agriculture  
Universiti Putra Malaysia  
(Chairman)

**Nolila Mohd Nawi, PhD**

Associate Professor  
Faculty of Agriculture  
Universiti Putra Malaysia  
(Member)

**Raja Nerina Raja Yusof, PhD**

Associate Professor  
Faculty of Economics and Management  
Universiti Putra Malaysia  
(Member)

**Adnan Ibrahim Khamees, PhD**

Associate Professor  
Faculty of Agriculture  
Universiti Al-Anbar Iraq  
(Member)

---

**ROBIAH BINTI YUNUS, PhD**

Professor and Dean  
School of Graduate Studies  
Universiti Putra Malaysia

Date:

## Declaration by graduate student

I hereby confirm that:

- this thesis is my original work;
- quotations, illustrations and citations have been duly referenced;
- this thesis has not been submitted previously or concurrently for any other degree at any other institutions;
- intellectual property from the thesis and copyright of thesis are fully-owned by Universiti Putra Malaysia, as according to the Universiti Putra Malaysia (Research) Rules 2012;
- written permission must be obtained from supervisor and the office of Deputy Vice-Chancellor (Research and Innovation) before thesis is published (in the form of written, printed or in electronic form) including books, journals, modules, proceedings, popular writings, seminar papers, manuscripts, posters, reports, lecture notes, learning modules or any other materials as stated in the Universiti Putra Malaysia (Research) Rules 2012;
- there is no plagiarism or data falsification/fabrication in the thesis, and scholarly integrity is upheld as according to the Universiti Putra Malaysia (Graduate Studies) Rules 2003 (Revision 2012-2013) and the Universiti Putra Malaysia (Research) Rules 2012. The thesis has undergone plagiarism detection software.

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

Name and Matric No.: Ahmed Hamdan Lafta, GS40191

## Declaration by the Members of Supervisory Committee

This is to certify that:

- the research conducted and the writing of the thesis was under our supervision;
- supervision of responsibilities as slated in the Universiti Putra Malaysia (Graduate studies) Rules 2003 (Revision 2012-2013) were adhered to.

Signature: \_\_\_\_\_  
Name of  
Chairman of  
Supervisory  
Committee: Associate Professor Dr. Norsida Man

Signature: \_\_\_\_\_  
Name of  
Member of  
Supervisory  
Committee: Associate Professor Dr. Nolila Mohd Nawi

Signature: \_\_\_\_\_  
Name of  
Member of  
Supervisory  
Committee: Associate Professor Dr. Raja Nerina Raja Yusof

Signature: \_\_\_\_\_  
Name of  
Member of  
Supervisory  
Committee: Associate Professor Dr. Adnan Ibrahim Khamees

## TABLE OF CONTENTS

	<b>Page</b>
<b>ABSTRACT</b>	i
<b>ABSTRAK</b>	iii
<b>ACKNOWLEDGEMENTS</b>	v
<b>APPROVAL</b>	vi
<b>DECLARATION</b>	viii
<b>LIST OF TABLES</b>	xv
<b>LIST OF FIGURES</b>	xvi
<b>LIST OF ABBREVIATIONS</b>	xvii

### CHAPTER

<b>1</b>	<b>INTRODUCTION</b>	<b>1</b>
1.1	Agriculture in Iraq	1
1.2	Agricultural Extension in Iraq	2
1.3	Agricultural Extension Organization in Iraq	3
1.3.1	Agricultural Extension Organization Structure	3
1.3.2	Agricultural Extension Organization Hierarchy	5
1.3.3	Agricultural Extension Organization Objectives	7
1.3.4	Agricultural Extension Organization Functions	7
1.3.5	Agricultural Extension Organization Policies	8
1.4	Problem Statement	9
1.5	Research Questions	11
1.6	Objectives of the Study	11
1.6.1	General Objective	11
1.6.2	Specific Objectives	11
1.7	Significance of the Study	12
1.7.1	Academic Significance	12
1.7.2	Practical Significance	12
1.8	Scope of the Study	13
1.9	Definitions of Term	13
1.9.1	Organizational Climate	13
1.9.2	Job Satisfaction	13
1.9.3	Job Performance	14
1.9.4	The Reward and Incentive	14
1.9.5	Task Structure	14
1.9.6	Decision-Making	14
1.9.7	Status and Morale	15
1.9.8	Communications Processes	15
1.9.9	Security and Risk	15
1.10	Organization of the Thesis	15

<b>2</b>	<b>LITERATURE REVIEW</b>	17
2.1	Job Performance Overview	17
2.1.1	Job Performance Definition	18
2.1.2	Job Performance as a Multi-Dimensional Concept	19
2.1.3	Job Performance as a Dynamic Component	19
2.1.4	Job Performance Importance	20
2.1.5	Job Performance Appraisal Processes	21
2.1.6	Job Performance Determinants	22
2.2	Organizational Climate Overview	24
2.2.1	Organizational Climate History	24
2.2.2	Organizational Climate Definition	25
2.2.3	Organizational Climate Importance	26
2.2.4	Organizational Climate Characteristics	26
2.2.5	Organizational Climate Dimensions	27
2.2.6	Factors Affecting Organizational Climate	28
2.2.7	Organizational Climate as a Variable	29
2.2.8	Organizational Climate Measurement	30
2.3	Job Satisfaction Overview	31
2.3.1	Job Satisfaction Definition	32
2.3.2	Factors Affecting Job Satisfaction	33
2.4	Theoretical Framework	34
2.4.1	Organizational Behavior Theories	34
2.5	Conceptual Framework	45
2.6	Relationship between Organizational Climate and Job Performance	46
2.7	Relationship between Job Satisfaction and Job Performance	48
2.8	Relationship between Respondents' Characteristics and Job Performance	48
2.8.1	Gender	49
2.8.2	Position	49
2.8.3	Age	50
2.8.4	Experience	50
2.8.5	Education Level	51
2.9	Agricultural Extension	51
2.9.1	Agricultural Extension Terminology	52
2.9.2	Agricultural Extension Definition	52
2.9.3	Agricultural Extension Functions	53
2.10	Agricultural Extension Workers	54
2.10.1	Agricultural Extension Workers' Duties	55
2.10.2	Agricultural Extension Workers' Conditions	55
2.10.3	Agricultural Extension Workers' Role	56
2.10.4	Agricultural Extension Workers' Challenges	57
2.11	Summary	57

<b>3</b>	<b>METHODOLOGY</b>	59
3.1	Research Hypotheses	59
3.2	Sources of Data	62
	3.2.1 Primary Data	63
	3.2.2 Secondary Data	63
3.3	Sampling Process	63
	3.3.1 Target Population	64
	3.3.2 Sampling Frame	64
3.4	Location of the Study	65
3.5	Research Design	65
3.6	Instrument Development	66
3.7	Pre-Test	67
	3.7.1 Validity	67
	3.7.2 Reliability Test	69
3.8	Questionnaire Design	70
	3.8.1 Respondents' Demographic Profiles	70
	3.8.2 Job Satisfaction Profiles	70
	3.8.3 Organizational Climate Profiles	70
	3.8.4 Job Performance Profiles	71
3.9	Data Collection	71
3.10	Data Analysis Techniques	72
	3.10.1 Descriptive Analysis	72
	3.10.2 T-Test	73
	3.10.3 One Way ANOVA	73
	3.10.4 Correlation Analysis	73
	3.10.5 Multiple Regression Analysis	74
3.11	Summary	74
<b>4</b>	<b>RESULTS AND DISCUSSIONS</b>	76
4.1	Respondents' Demographic Profiles	76
	4.1.1 Gender	77
	4.1.2 Position	78
	4.1.3 Age	79
	4.1.4 Education Level	79
	4.1.5 Experience in Agricultural Extension Sector	80
4.2	Job Satisfaction Profiles	81
4.3	Organizational Climate Profiles	82
	4.3.1 Task Structure	84
	4.3.2 Reward and Punishment	85
	4.3.3 Decision Centralization	86
	4.3.4 Achievement Emphasis	86
	4.3.5 Training and Development	87
	4.3.6 Security and Risk	88
	4.3.7 Openness and Defensiveness	88
	4.3.8 Status and Morale	89
	4.3.9 Recognition and Feedback	90
	4.3.10 Competence and Flexibility	90



4.4	Job Performance Profiles	91
4.4.1	Individual Effort	92
4.4.2	Individual Abilities and Traits	93
4.4.3	Role Perceptions	93
4.5	Relationship between the Organizational Climate and Job Performance	94
4.6	Relationship between each Dimension of Climate and Job Performance	96
4.6.1	Task Structure	97
4.6.2	Reward and Punishment	97
4.6.3	Decision Centralization	98
4.6.4	Achievement Emphasis	99
4.6.5	Training and Development	99
4.6.6	Security and Risk	100
4.6.7	Openness and Defensiveness	101
4.6.8	Status and Morale	101
4.6.9	Recognition and Feedback	102
4.6.10	Competence and Flexibility	103
4.7	Relationship between Climate and each Determinant of Job Performance	103
4.7.1	Individual Effort	104
4.7.2	Individual Abilities and Traits	105
4.7.3	Role Perceptions	105
4.8	Relationship between Respondents' Characteristics and Job Performance	106
4.8.1	Gender	106
4.8.2	Position	107
4.8.3	Relationship between other Respondents' Characteristics and Job Performance	108
4.9	Relationship between Job Satisfaction and Job Performance	110
4.10	To what extent do organizational climate and job satisfaction explain the variance in job performance	111
4.11	Summary	113
<b>5</b>	<b>SUMMARY AND CONCLUSION</b>	<b>115</b>
5.1	Summary of the Study	115
5.2	Conclusion	116
5.3	Implications of the Study	118
5.3.1	Academic Relevance	118
5.3.2	Practical Implications	119
5.4	Limitation of the Study	120
5.5	Policy Recommendations	120
5.6	Recommendation for Further Study	122

<b>REFERENCES</b>	123
<b>APPENDICES</b>	148
<b>BIODATA OF STUDENT</b>	159
<b>LIST OF PUBLICATIONS</b>	160



## LIST OF TABLES

<b>Table</b>		<b>Page</b>
3.1	Distribution of Employees Covered	64
3.2	Instrument Measurement of Climate and Job Performance	67
3.3	Validity Table	68
3.4	Reliability Test Results	69
4.1	Respondents' Characteristics	77
4.2	The Perception Level of Job Satisfaction	81
4.3	The Perception Level of Organizational Climate	82
4.4	The Perception Level of Climate for each Dimension	84
4.5	The Perception Level of Job Performance	91
4.6	The Job Performance in each Determinant	92
4.7	Relationship between the Climate and Job Performance	94
4.8	Relationship between Climate Dimensions and Job Performance	96
4.9	Relationship between Climate and Job Performance Determinant	103
4.10	T-Test for Comparison of Job Performance and Gender	106
4.11	ANOVA for Comparison of Job Performance and Position	107
4.12	Relationship between other Respondents and Job Performance	109
4.13	Relationship between Job Satisfaction and Job Performance	111
4.14	Multiple Linear Regression between Independent Variables and Dependent Variables	112

## LIST OF FIGURES

Figure	Page
2.1 Conceptual Framework	46
3.1 Formulation of Hypotheses	60
3.2 A Map of Iraq and Location of the Study	65

PERFORMANCE: A SURVEY STUDY ON THE AGRICULTURAL PERFORMANCE OF SMALL AND MEDIUM ENTERPRISES IN IRAQ

UPM



## LIST OF ABBREVIATIONS

GDP	Gross Domestic Product
SMS	Subject Matter Specialists
HRM	Human Research Management
GDP	Gross Domestic Product
IV <sub>s</sub>	Independent Variables
DV	Dependent Variable



# CHAPTER 1

## INTRODUCTION

Chapter one discusses the background of agriculture in Iraq. It introduces of the issues on agricultural extension organization, problem statement, research questions and objectives. Other aspects include: significance of the study, scope of the study and definitions of term. This chapter also highlights the organization of the thesis.

### 1.1 Agriculture in Iraq

There are lots of developing countries have a goal of developing its agricultural sector (World Bank, 2008). Iraq has achieved a series of development goals to improve the agricultural sector towards developing the food and production security (Ahmed, 2012). According to Ministry of Agriculture (2013), they have developed plans and programs in order to increase the productivity and food provision by improving the acceptance of changes in socio-cultural and technological aspects of the farm system.

In Iraq, the sector of agricultural is a main contributor to the Gross Domestic Product (GDP) after oil resources (Ministry of Agriculture, 2015). This sector employs about 28% of the total labor force in the country, which is the significant proportion of the Iraq economy (Ministry of Agriculture, 2014). In addition, Ahmed (2011) referred that contribution of the agricultural sector had dropped in the 90s due to the gulf war and the economic blockade imposed on the country.

As pointed out by Saher (2001), this has relegated agriculture in terms of productivity, employment and food provision. In additionally, Ahmed (2012) confirmed that population increases and low level of productivity of the farmers has made the food demand to rise within a dwindling production. Literature review asserts that to improve this situation, there is a need to enhance the productivity (Ommani & Noorivandi, 2014; Muktar et al. et al., 2016). In the same vein, (Ahmed, 2002; Neal et al., 2005; Chikaire et al., 2015) mentioned that enhance the productivity and food security could be achieved through educational agricultural extension services.

## 1.2 Agricultural Extension in Iraq

It has been established that no nation has attained the desired agricultural growth in the agricultural sector in the absence of effective educational agricultural extension service (Abdullah, 1990; Ministry of Agriculture, 2013; Chikaire et al., 2015). According to (Anaeto et al., 2012; Muktar et al., 2016), extension sector and farmer advisory service are played crucial role and economic development of the nation. In the same context, Ommani & Noorivandi (2014) confirmed that there could be no substantial development in sector of agricultural without vibrant extension services.

As pointed out by Burton & Robert (1997), that agricultural extension is a cardinal and a strong pillar in agricultural sector. Adding, Ahmed (2012) pointed that social and economic development will only be achieved with this a strong virile cardinal pillars. In the same vein, Anaeto et al. (2012) confirmed that agricultural extension is a system that facilitates farmer in analyzing their present and predicted future conditions as well as assisting farmers to be aware of their problems.

A lot of authors and organizations (Vanden, 1988; Abdul Rahman, 2001; Ponniah, 2008; Anaeto et al., 2012; Ahmed, 2017) have confirmed that definitions key of agricultural extension is the principle of teaching and learning with an aim to produce and get an improved livelihood. On the other hand, Mahmood (2005) aforesaid that scope and aim of agriculture extension is very wide and it goes far beyond supplying the farmer and community with knowledge from new research and improved technologies to arrive to help them improve their efficiency at work. Furthermore, Madukwe (2006) mentioned that agricultural extension increases their knowledge and develops into problem-solving ability to acquire new knowledge related to certain problems, enhances farmers' existing knowledge and their outcomes so that they become empowered to access and act on possible alternatives.

In Iraq, agricultural extension is well-structured and organized, with a clear mandate to increase agricultural production and enhance the well-being of farmers as well as to achieve an increase in productivity and contribution to the economy, food supply and food security (Saher, 2001; Food and Agricultural Organization, 2006; (Ministry of Agriculture, 2015). According to (Gameal, 1980; Ahmed, 2012), that agricultural extension was existed in many various historical stages which are different in its durations, the nature of its works and tasks and what it tries to achieve. As pointed out by Gameal (1980), each stage has its own management which takes different names and has determined duties to fulfill agricultural extension objectives through agricultural extension organization.

### **1.3 Agricultural Extension Organization in Iraq**

In development of developing countries especially the agriculture-based economies; the desired changes will only be achieved when there are concerted efforts to change the life, socioeconomic well-being of the populace (Evenson, 2005). According to Waddington (2010), in order to achieve a meaningful and sustainable development however, there is a need for a well-developed and articulated plans aimed to develop the human resources. Meanwhile, Waleed (2011) confirmed that in agriculture-based societies, the development of the human resources means the development of the staffs and farmers to produce in a sustainable and more productive manner.

In addition, Qamar (2005) pointed that for such goals to be achieved there is a need for well-established and efficient agricultural extension organizations. According to Speranza et al. (2009), the extension organizations should be manned by well-trained and efficient extension workers and equally important for good organizational climate. On the other hand, (Abdullah, 1990; Qamar, 2005; Ahmed, 2012) presented that a brief overview on the nature of the agricultural extension organization in Iraq, as below:

#### **1.3.1 Agricultural Extension Organization Structure**

The high participation of the agricultural extension workers to work in Iraqi agricultural extension organization exemplifies the dearth of knowledge of the intricate relationship between organizational structure and job performance, especially when the genre of organization attributed as the main driver in agricultural growth.

According to Evan (1963), organization structure involves the responsibilities organized and united towards collective actions of personnel to achieving the goals. Furthermore, Porter et al. (1965) referred that one of the important definitions of organizational structure is as a set of methods that enables the organization to divide the individuals into known groups and coordinate between them.

In the same context, Meyer (1977) suggested that it is possible to depict the organizational structure in the form of an organizational map and this map describes how the tasks and responsibilities are distributed within the organizational structure and assembly of individuals together in formal divisions. In the same vein, Al Sherif (1995) confirmed that common element among numerous definitions of organizational structure denotes the administrative frameworks and complementary functions performed by workers at their respective levels.



On the other hand, (Abdullah, 1990; Ministry of Agriculture, 2013) pointed that Iraqi agricultural sector run by ministry of agriculture which compiles agricultural policies as well as preparing programs to achieve the self-sufficiency of food and change the rural family life culture through the operations of agricultural extension which are performed through the organizational structure of agricultural extension organization. According to Ministry of Agriculture (2015), the organizational structure of agricultural extension organization includes: headquarters, training centers and typical extension farms. As below:

#### 1) General Headquarters

The process of developing the agricultural sector depends on the development of educational extension services in the means of achieving qualitative shifts in the agricultural processes by farmers in adopting the modern agricultural techniques, scientific recommendations and applying it consciously and skillfully (Ahmed, 2016).

In addition, Mishra (2015) mentioned that in order to achieve adoption of the modern agricultural techniques, there is a need for a well-developed organizational structure of the agricultural extension organizations. On the other hand, the organizational structure of general headquarters an agricultural extension organization in Iraq includes of a group of agricultural extension departments such as: department of planning, department of management and financial affairs, department of audit, department of press and agricultural periodicals, department of woman, department of animal production, department of plants protection and international organizations department (Ministry of Agriculture, 2015).

#### 2) Training Centers

Training is one of the cultural underpinnings of organizations in order to achieve the goals of development and knowledge (Schneider, 2000). According to (Moayedi & Azizi, 2011; Muktar et al., 2016), the training is considered as a continuous educational activities designed with an aim to provide individuals (trainees) and staffs with skills, experiences and attitudes that enhance their work abilities to increase the productivity and perform their tasks entrusted with high efficiency.

Furthermore, the Iraq training centers provide primary rationale to institute training development activities and encouragement for the farmers and staff to obtain new knowledge and skills. According to Abdullah (1990), identified five (5) distribution of training centers in Iraq; Baghdad, Irbil, Nineveh, Waist and Al-Quayside. Presently, there are more than ten (10) training centers have been opened (Ahmed, 2012; Ministry of Agriculture, 2015).

### 3) Typical Extension Farms

The agricultural extension sector based on guidance processes to bring about positive changes in the knowledge, skills and attitudes of beneficiaries in terms of their services through individual and collective communication to improve and raise their economic and social standard (Muktar et al., 2016).

On the other hand, (Ahmed, 2012; Ministry of Agriculture, 2015) mentioned that typical extension farms will commit tasks and duties as follow:

- 1) Guide farmers to adopt scientific methods in agricultural work on both plant and animal sectors and implement training courses for the farmers.
- 2) Prepare and distribute leaflets and publications about the extension of agricultural activities for the beneficiaries as educational practice.
- 3) Hold the exhibitions, festivals, agricultural and special seminars, and;
- 4) Contribute and advise the farmers and beneficiaries towards the implementation of quality scientific agricultural research.

#### **1.3.2 Agricultural Extension Organization Hierarchy**

The agricultural extension organization in Iraq was characterized by the hierarchical arrangement that includes the management staff, middle cadre staff and technical staff (Abdullah, 1990; Ministry of Agriculture, 2014). Generally, Mishra et al. (2011) pointed that members of the agricultural extension organization should have types of necessary attributed to assist them in performing the extension work effectively.

Furthermore, (Abdul Rahman, 2001; Ahmed, 2012) mentioned that base of choosing the workers in agricultural extension organization in Iraq depends on two (2) individualities namely: firstly, each one has to obtain the minimum level of formal education. Secondly, each one should have abilities and personal traits that are suitable with the agricultural work environment. On the other hand, (Adnan, 1999; Ahmed, 2011; Ministry of Agriculture, 2015) referred that list of the cadres of staff and their function within the agricultural extension organization hierarchy in Iraq. As below:

##### 1) The Manager of Agricultural Extension

According to Adams (1982), manager in agricultural extension is as an individual who is charged with formal authority over an organization or one of its subunits. As mentioned by Abdullah (1990) manager should have experience, skills and capability of communicating with rural communities. Adding, Tiraieyari et al. (2010) emphasizes manager should have a leadership personality that helps him to lead an organization.

Along these lines, the Ministry of Agriculture in Iraq (2015) confirmed an extension manager should have an agricultural background and high level of agricultural extension education enable him to perform his/her task efficiently and successfully. So, it determines responsibilities of extension managers:

- 1) Build and maintain relations.
- 2) Obtain and transmit information.
- 3) Influence people, and;
- 4) Commit in decision making.

#### 2) The Extension Supervisor

The extension supervisor is an employee who holds the middle position between the extension manager and local extension worker (Hazem, 1999). Meanwhile, Adnan (1999) referred that an extension supervisor performs the supervision task as a teacher, leader and guide. Adding, Ahmed (2012) pointed that supervisor should have abilities and personal traits that are suitable with the physical working conditions for local agricultural extension. Along these lines, Ministry of Agriculture (2015) describes the extension supervisor that he/ she is an individual who has execution dimensions that are related to the supervision mission on the performance of agricultural extension workers' tasks.

#### 3) Subject Matter Specialists

The research institutions emphasis on the technical aspects for producing valuable technologies, while the field of extension works concentrates on the acceptance and adopted of those technologies by staffs (Ahmed, 2012; Muktar et al., 2016). According to Butcher (1994), the subject matter specialists (SMS) perform a significant role in extension organization by offering services in areas that they are specialized in providing service to extension workers or local leaders or general farmers. In the same vein, Chikaire et al. (2015) confirmed that in the field of extension works the specialist duties for (SMS) are to simplify the results of the scientific research to enable the extension workers to understand and utilize this research information and they also transfer the local problems from extension workers to organizations of scientific research.

#### 4) The Extension Workers

It has been established that no nation has attained the desired agricultural growth in the agricultural sector in the absence of extension services and effective of extension workers (Daku, 1997; Najwa, 1999; Saher, 2001). According to Blackburn (1994), those extension workers perform the main educational role since he/she is directly responsible for the extension and educational process on the local level. In the same vein, Contado (1997) pointed that he/she does the main role in the process of planning

to the extension and developing programme, he/she also directly responsible for execution programs with people in order to succeed the educational work.

In Iraq, (Gameal, 1980; Najwa, 1999; Saher, 2001) mentioned that in order to succeed the educational work for the extension worker, they suggested that extension worker should have many traits such as patience, motivation, believe in the work, encouragement, ability to communicate well with farmers, ability to get along with people, enthusiasm undertake initiatives, ability of self-explanation, ability in decision making and the capability to guide and lead others.

### **1.3.3 Agricultural Extension Organization Objectives**

In order that achieve the objectives of agricultural extension organization in any development and changing is substantial, it is posited that no meaningful agricultural development can happen without the efficiency of agricultural extension organizations objectives (Ahmed et al., 2017). According to World Bank (2008), the agricultural sector development and rural human change are deemed as the central objectives of the agricultural extension organizations in this world through the extension education programmes that it put and determine to carry out them within the rural population. In addition, Tiraieyari et al. (2010) mentioned that extension and education programmes are initially designed as objectives to extend innovation from research to the rural sector. On the other hand, Chikaire et al. (2015) revealed objectives of extension include; transfer of technology and non-formal education.

Furthermore, (Abdullah, 1990; Adnan, 1999; Ministry of Agriculture, 2013) described the generally agricultural extension organization objectives in Iraq, as below:

- 1) Exchange experiences and knowledge with other countries and the organizations that have relation to the field of cooperation, training and agricultural extension.
- 2) Promote to the farmers through training and educational media and guide them to follow the correct scientific methods in the field of agricultural development which include fishing fortune, water use, soil maintenance, and utilization of agricultural machines.
- 3) Promote the level of staff through training by developing their skills and abilities, and;
- 4) Set up aims to maintain effective communications network in working group.

### **1.3.4 Agricultural Extension Organization Functions**

Agricultural extension in century anticipated to be surrounded with challenges infers to the more contributions in the process of agriculture development and present the services (Waddington, 2010). According to Magoror (2014), agricultural extension

organizations should find new functions in order to address the current challenges which may enable them to contribute meaningfully to better the services.

As pointed out by (Burton & Robert, 1997; Qamar, 2005; Pedia, 2012) agricultural extension organization functions can be highlighted with POSDCORB as an acronym for each of the letters representing specific functions and its description are as follow:

- 1) Planning (P) refers to the outlined policy, objectives, philosophy, expected accomplishments, and the strategies for accomplishment.
- 2) Organizing (O) includes setting up systems and structures via which activities are arranged.
- 3) Staffing (S) means the personnel management functions including employee selection, training and maintaining amiable work climate.
- 4) Directing (D) denotes that one has to focus on decision making, issuing instructions and orders, and leadership of the project.
- 5) Coordinating (C) involves relating and linking various organs and aspects.
- 6) Reporting (R) means generating relevant information and passing it to relevant stakeholders, and;
- 7) Budgeting (B) involves financial planning, accounting and auditing.

Along these lines, (Abdullah, 1990; Ahmed, 2012; Ministry of Agriculture, 2013) mentioned that methods which adopted by the agricultural extension organization in Iraq to achieve the objectives and functions of agricultural extension, as below:

- 1) Preparing of agriculture periodicals that have an effective contribution in executing extension programmes and spread knowledge and culture of farmer.
- 2) Designing of Iraq agricultural magazine that is issued four times in one year to provide news and information for general public, and;
- 3) Designing agricultural posters that deal with guidance to the farmers on important subjects that are related in developing the production.

### **1.3.5 Agricultural Extension Organization Policies**

The attainment of the objectives of agricultural extension in national development is dependent on the policy played by the extension organizations and their staff (Burton & Robert, 2001). According to Abdul Rahman (2001), the policy is the process of identifying beforehand what should be achieved, when to be achieved, who should do what, how to do it, and at what cost to accomplish organization goals. As mentioned by (Davis & Blomstrom, 1980; Tayeh, 1983; Anaeto et al., 1997) that attainment of the goals of agricultural extension in national develop, should be establishment of the good policy and selecting a course of action correctly for agricultural extension organizations.

Furthermore, one of the important policies that have been adopted by the agricultural extension organization In Iraq is to create an agricultural development programs as a method to link between agricultural extension organization, the scientific research centers and agriculture colleges as the new model to attain of the goals of agricultural extension (Hazem, 1999; Ahmed, 2011). According to Saher (2001), one of the distinctive features of these programs is the efficient use of human potentials and material assets wherever they are to execute these programs to convince the farmers about the importance of using modern methods in the agriculture sector and use of new variety of plants.

In addition, Hazem (1999) refers to the application of new agricultural policy in farmers' fields that have achieved concrete results. These developing programs comprise the following; planting of seeds and beans, rice, tomato, white and yellow corn, cotton, oil plants and palm trees in Iraq (Ahmed, 2012).

On the other hand, (Hazem, 1999; Abdul Rahman, 2001; Ahmed, 2012) confirmed that agricultural development program policy determines three (3) levels to transfer agricultural techniques, as follow:

- 1) Level C: are basic researches which are conducted only in the centers of agricultural research on the limited areas supervised by the researchers themselves to extract techniques that have significance in developing the agricultural systems called level C.
- 2) Level B: the adaptive researches which are conducted on the farmers' lands by the farmers themselves under the supervision of the researchers to ensure the safety of the application. These researches are carried out in limited areas to compare the techniques that are obtained by the basic technical research and the methods are used by the farmers of these researches are called level B.
- 3) Level A: it is known as broad extension researches which are conducted on the farmers' land broadly as to spread the techniques to the wide strata of farmers. The farmers start to apply these modern techniques by themselves and supervised directly by the agricultural extension workers who have roles in this stage as an alternative to the scientific researchers; this is level A.

#### **1.4 Problem Statement**

The role of agricultural extension services in any socio-economic development of farmers, agricultural livelihoods and by extension the agricultural development of nations cannot be over emphasized (Food and Agricultural Organization, 2006; Ministry of Agriculture, 2015; Muktar et al., 2016; Ahmed, 2017). The desired improvement to increase the productivity and consequent agricultural development in a country is heavily dependent upon job performance of the workers in agricultural extension which is in turn relied on the existence of the appropriate organizational climate (Suliman & Abdullah, 2005; Givens, 2008). It has been established in the

literature that the two concepts: organizational climate and job performance are separated concepts, but have an extremely strong relationship (Rhoades et al., 2001; Liu & Norcio, 2008; Adeniji, 2011). Also, Wazzan (2006), Zhang & Liu (2010) and Jing et al. (2011) confirmed that through reviewing the literature findings show that organizational climate is correlated with job performance of the staffs in the organizations.

After a wide review of relevant literature, a global academic gap is observed within studies on job performance and organizational climate, and how both relate to engender human resource development in the field of agricultural extension services. Although studies have delved into job performance, most were limited to assessing the conceptualization of the term (Hunter & Hunter, 1984; Shahzad et al., 2012), its importance (March & Sutton, 1997; Hsu, 2000; Robbins, 2001; Suliman & Abdullah, 2005), and appraisal processes (Campbell, 1990; Liu, 2006; Mitchell, 1997; Wiley, 2011). Likewise, studies on organizational climate concentrated on its history and evolution (Weaver, 1980; Nurharani et al., 2013), definition (Gavin, 1964; Schneider, 1975; Drummond, 2000; Göksu, 2011), importance (Jyoti, 2013; Singh, 2014), characteristics and dimensions (Wazzan, 2006; Schneider, 2012), as well as precursors (Schermerhorn et al., 2000; Zhang & Liu, 2010; Jing et al., 2011). What is missing yet, is a study that correlates these important HRM constructs and assess the effect therein. Hence, this study comes in handy and timely to fill up this gap.

In addition to the empirical issue, there is a practical problem in the field of Iraqi agricultural extension service sector that has to do with the job performance of the frontline personnel in disseminating innovations capable of enhancing the productivity of rural farmers. For instance, three (3) consecutive annual reports by the Ministry of Agriculture in Iraq (2013, 2014 and 2015) denoted low job performance among extension agents. This trend was attributed to unfavourable climate and lack of job satisfaction among other related issues that are known to affect job performance (Jyoti, 2007; Adeniji, 2011; Ahmed et al., 2017). Nevertheless, the organizational climate and its dimensions are considered ignored by agricultural extension agencies in Iraq (Adnan, 1999; Hazem, 1999; Saher, 2001; Abdul Rahman, 2001; Ahmed, 2012).

Hence, this study is aimed at understanding the nexus of organizational climate and job performance from the perspective of Iraqi agricultural extension agents. It is expected that analysing this problem would inform the formulation of an evidence-based policy framework. Dearth of similar studies has denied the Iraqi agricultural extension institutions of the wherewithal to comprehend the topical managerial issues and proffer workable policy initiatives that would bolster extension service delivery, enhance agricultural productivity, improve clients' livelihood and promote rural development.

## **1.5 Research Questions**

In current study, six (6) specific research questions are addressed. The entire research questions are developed based on agricultural extension workers in Iraq agricultural extension organization. As below:

- 1) What is the level of organizational climate dimensions, job satisfaction and job performance in Iraq agricultural extension organization?
- 2) What is the relationship between organizational climate dimensions, job satisfaction and job performance?
- 3) To what extent do organizational climate dimensions and job satisfaction explain the variance in job performance?

## **1.6 Objectives of the Study**

The following general and specific objectives will guide to identify the organizational climate dimensions, assess the level of the job performance and determine the relationship between the organizational climate and job performance. Finally, describe the relationship between the demographic variables and job performance, as below:

### **1.6.1 General Objective**

To determine the relationship between the organizational climate dimensions and job performance determinants of agricultural extension workers in Iraq.

### **1.6.2 Specific Objectives**

The entire specific six (6) objectives are developed based on agricultural extension workers in Iraq agricultural extension organization. Specifically, the objectives are:

- 1) To determine the level of organizational climate dimensions, job satisfaction and job performance in Iraq agricultural extension organization.
- 2) To determine the relationship between organizational climate dimensions, job satisfaction and job performance.
- 3) To determine the extent to which organizational climate dimensions and job satisfaction explain the variance in job performance.



## **1.7 Significance of the Study**

This section provides specific rationale for conducting current study and discusses why the aim of evaluating the relationship between the organizational climate dimensions and job performance determinants. This study is significant for a number of reasons, in general can be described in two (2) main dimensions, as below;

### **1.7.1 Academic Significance**

In the current complex world, a single theory does not possess the capacity to explain the human behavior completely. So, this study takes a new approach to provide conceptual model to measure the organizational climate dimensions and also job performance determinants. The proposed model index would be able to provide new insights for the agricultural sector and the academic arena to explain the human behavior in the organizations. The proposed constructs and conceptual model in the current study can be utilized in the future studies via testing and verifying in different fields. The tool to measure of organizational climate dimensions and also job performance determinants index that is developed in the current study can be used in different organizations and verified.

In the organizations world, human behavior is becoming more complex and heterogeneous. Therefore, the current study is an effort to close a gap in the literature on organizational behavior in which particular reference to employees' performance in work environments in the different organizations. Thus, this study would contribute to the existing body of literature in the fields of agricultural extension, organizational management and human resource development.

Last but not least, this research differs from most others that observe organizational climate dimensions and job performance determinants in that it covers a wide range of climate dimensions and performance determinants of the agricultural extension workers in Iraq agricultural extension organization. Actual study will pave the way for complementary studies as a reference in the academic field. It would be useful to academics, students and researchers alike that are interested in this field of study.

### **1.7.2 Practical Significance**

Furthermore, this study is considered the first study in assessing the influence of organizational climate on job performance in Iraq agricultural extension organization. This study is expected has practical implications on the agricultural extension sector of the study area (Iraq). Findings from this study would highlight the pressing issues in extension organization, thereby creating favorable organizational climate for managers and employees alike. This, in turn, is expected to positively influence the performance of extension agents favorably.

Overall, enhanced job performance would translate into efficient service delivery which could improve agricultural productivity, food security, income and livelihood of the clientele. Meanwhile, this study would be beneficial to decision makers in Iraq in order to adopt clear policies and strategy that would increase effectiveness in the agricultural sector.

## **1.8 Scope of the Study**

The current study, like all other beneficial endeavors has scope that is worthy of consideration. This study determines the relationship between the organizational climate and job performance and exhumes the contributory relationship with respondents' characteristics of workers. The scope of the actual study will cover the agricultural extension workers in Iraq. The study will identify the organizational climate by ten (10) dimensions: structure, the reward, decision, achievement, training, security, openness, status and moral, recognition and flexibility. While, job performance by three (3) determinants: individual effort, individual abilities and role perceptions. The scope of study also will be consists of independent variables (IVs): demographic of staff, job satisfaction and organizational climate with dependent variable (DV): represented by job performance.

## **1.9 Definitions of Term**

Like any other research, this study has used a number of terms. This section, therefore, provides definitions of important terms which form the construct in study.

### **1.9.1 Organizational Climate**

Organizational climate is a meaningful construct with significant implications for understanding the perception level of the staff in their work (Litwin, 2001; Wendell & Cecil, 2004). As pointed out by Neal et al. (2000), that concept of organizational climate is a group of measurable dimensions at work, which are perceived by the staff as influence on job performance. Finally, (Thompson, 2005; Attkinson, 2009) emphasize that organizational climate is of staff's perception and attitude about the internal working environment in an organization.

### **1.9.2 Job Satisfaction**

Job satisfaction is as a cognitive state to differentiate between what an individual expects and the work reality through an acceptable level of satisfaction to meet their needs and desires (Omolayo & Ajila, 2012). As alluded by Rose et al. (2009) job satisfaction is as a mind state for an individual's satisfaction level relative to the physical working condition and environment of work. On the other hand, Litwin &

Stringer (1968) mentioned that job satisfaction might be seen as the independent variable in the relationship with job performance.

### **1.9.3 Job Performance**

The achievement is fulfilled by the workers when they perform any work in agricultural extension organization related with agricultural extension services. According to Ahmed (2011), the extension workers perform the main educational role since he/she is directly responsible for the extensional and educational process on the local level.

### **1.9.4 The Reward and Incentive**

The reward and incentive involve on increased influence, status, greater benefits and salary (Lawler et al., 1974). According to Whetten (1987), promotion, rewards and incentives are generally based on job performance dedication and to institution ethic. In the same context, Julian (2007) refers the dimension of reward and incentives reflect the workers' feeling about the presence of an equitable bonuses system is linked to good performance and results.

### **1.9.5 Task Structure**

The task structure is defined as the set of methods that enable the organization to divide the individuals inside it into known groups and coordinates between them (Meyer, 1977). It is possible also to depict the task structure in the form of an organizational map, and this map describes how the tasks and responsibilities are distributed within the task structure and assembly of individuals together in formal divisions (Al- Sherif, 1995). Yet, the common element among numerous definitions the task structure of the organization denotes the administrative frameworks and complementary functions performed by workers at their respective (Singh, 2014).

### **1.9.6 Decision-Making**

Decision-making is the process of selecting a suitable alternative from among the options that will be viable for practical application (French, 1970; Julian, 2007). On the other hand, (Qualls & Puto & Puto, 1989; Ghanbari & Eskandari, 2012) referred that participation in decision-making is the process of giving workers in the various administrative levels the opportunity to participate in making decisions for the works practiced by them. This study sees to the dimension of decision making as a nature of the information and forming the alternatives available to choose the best within the agricultural extension organization in Iraq.

### **1.9.7 Status and Morale**

Status and morale is a perennial research subject on human resource management and organizational psychology merits of the investigation (Ghanbari & Eskandari, 2012). According to Ahmed (2002), considered status and explained morale as a basic psychological process that is also a very vital element of human behavior and interacts with other cognitive processes to determine behavior. Status and morale involve the desire to engage in high levels of personal effort justified by achievement of individual and/or organization goals, leading to satisfaction of individual want (Rao, 2014).

### **1.9.8 Communications Processes**

Management communications is an administrative, social and psychological activity within the organization (Filley & House, 1969; French, 1970). According to Lawler et al.(1974), communications contributes to transfer of concepts and ideas and opinions via the official series. In the same context, Whetten (1987) mentioned that communication is essential in guiding and interpreting of individual and collective behavior of employees. It is also considered a way for the completion of works and the various tasks of organization (Vijayakumar, 2007). This study views the communication process as a flow and exchange of data and information between upper and lower administrative levels laterally and vertically equally within extension organization.

### **1.9.9 Security and Risk**

As it is known in literature, the individuals and what they carry from the values and ideas of behavior and habits as the most important inputs to the organization (Koontz & O'Donnell, 1972; Florence, 2015). So, the organizations need to count on periodic measurement mechanisms to security and risk dimension in their organizations to keep on inputs the organization (Gelade & Ivery, 2003). Based on Campbell et al. (1970), security and risk dimension refers to the impact of organizational pressure on employees through nature and procedures of works. Actual study view to the security and risk dimension is as a influence of organizational pressure on staffs because the nature and procedures of works in the Iraq agricultural extension organization.

### **1.10 Organization of the Thesis**

This research is titled “Relationship between Organizational Climate and Job Performance of Agricultural Extension Workers in Iraq”. It consists of title page, abstract, table of contents, main body made up of five chapters, list of references and appendices. The five (5) chapters are arranged in the following order:

### **Chapter 1: Introduction**

Chapter one painted a background to the research; highlighted the problem statement, objectives and significance. The chapter introduces the topical issues of the agriculture extension workers in Iraq. It provides the background of Iraq agricultural extension organization. Finally, this chapter also gives a definitions term of the current study.

### **Chapter 2: Literature Review**

Chapter two provides the review of the literature. It covers literature materials that studied organizational climate and major climate dimensions; it reviews key concepts of job performance, agricultural extension and also agricultural extension workers. Finally, this chapter also offers the relationships between the job performance (DV) and organizational climate together with demographic characteristics (IVs).

### **Chapter 3: Methodology**

Chapter three explains the research design including methodological approach used therein. It also covers a wide range of technical subjects that could enable reflection such as the location of study, research design, population and sampling, questionnaire as the instrument of study and validation process and data collecting technique.

### **Chapter 4: Results and Discussions**

This study used descriptive data analysis result and correlation analysis using Pearson correlation. First, this chapter depicts a profile showing the main characteristics of the respondents. The second part of this chapter discusses findings on organizational climate. The third presents extension workers' performance in the area.

### **Chapter 5: Summary, Conclusion and Recommendations**

Chapter five is the summary of research, conclusions, implications, scope of the study and policy recommendation. Thus, it begins with an introduction and provides a summary of the main finding of the study. Conclusions for this study are provided based on findings. Implications for actual study are also provided based on the results.

## REFERENCES

- Abbas, M. (1978). Motivated women working industry and its relationship with productivity, *Journal of University of Baghdad*, 5(1): 93- 105.
- Abdeen, M. Q. & Abu Samra, M. (2001). Toward a theory for the development of a youth organizational climate, *Journal of University of Jerusalem*, 8(1): 43-56.
- Abdul Latif, I., (1982). The study of the phenomenon of workers absent from work, *Journal of University of Baghdad*, 4(3): 17- 29.
- Abdul Rahman, M. (2001). Strengthen the role of agricultural extension in light of the economic reform in the republic of Iraq policies. *Journal of Ministry of Agriculture of Iraq*, 6(1): 33-56.
- Abdullah, A. M. (1990). Science of agriculture extension, *Journal of Ministry of Education of Iraq*, 1(1): 27- 56.
- Abernethy, M. A., & Lillis, A. M. (2001). Interdependencies in organization design: A test in hospitals, *Journal of Management Accounting Research*, 13(1): 107-129.
- Ackerman, P. L. (1988). Determinants of individual differences during skill acquisition.
- Adams, M. E. (1982). Agricultural extension in developing countries. Harlow: Longman.
- Adenike, A. (2011). Organizational climate as a predictor of employee job satisfaction: Evidence from Covenant University. *Business Intelligence Journal*, 4(1): 42- 56.
- Adeyemi, T. O. (2006). Organizational climate and teachers' job performance in 252 primary schools in on do State, Nigeria. *African Journal of Cross-Cultural Psychology and Sport Facilitation*, 8(1): 38-54.
- Adnan, H. (1999). Agricultural developmental programs between the idea and practice of the ministry of agriculture of the republic of Iraq. *Journal of Ministry of Agriculture of Iraq*, 9(1): 43-56.
- Ahmed, H. (2002). The motivation level of extension agents and scientific researchers towards working in the agricultural development programmes in Iraq. *Journal of University of Baghdad*, 5(1): 93- 105.
- Ahmed, H. (2008). The Cognitive Level to Vegetable Sharecropper to Benefit Soil Dignitaries Improvement Process and Their Effect on the Production. *Journal of University Baghdad*.4 (5): 74- 81.

- Ahmed, H. (2009). Constraints to Technology Transfer as Viewed by Extension Workers. *Journal of University Baghdad*.6 (2): 14- 23.
- Ahmed, H. (2011). Trends in Agricultural Extension Workers towards the Profession of Agricultural Extension. *Journal of University Baghdad*.3 (1): 35- 51.
- Ahmed, H. (2012). Factors Affecting on Work Motivations. *Journal of University Baghdad*.7(3): 67- 84.
- Ahmed, H., (2016). Conceptualizing Workplace Conflict from Diverse Perspectives. *Journal of Business and Management*, 18(1):49- 57. [www.iosrjournals.org](http://www.iosrjournals.org).
- Ahmed, H., Norsida M., Adnan I., Bahaman S., Nolila M. and Raja N. (2017). Extension Workers' Perception of Organizational Climate and Job Satisfaction in Agricultural Organization in Iraq. *International Conference on Agricultural Extension at University Putra Malaysia*.
- Alavi, H. R. & Askaripur, M. R. (2003). The relationship between self- esteem and job satisfaction of personnel in government organizations. *Public Personnel Management*, 32(4), 591-600.
- Al-Azzawi, B. H. (1999). Stimulating human resources and their relationship with the organization's policy creative, *Journal of University of Baghdad*, 3(1): 123- 155.
- Ali, A. (2014). The Organizational Climate Degree of Secondary Schools in the State of Kuwait and its Relationship to the Degree of Administrative Creativity of Principals from Teachers' Point of View. *Journal of Business Theory and Practice*, 1 (1): 60- 65.
- Allen, N. J. & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance, and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1): 1-18.
- Al-Shammari, M. M. (1992). Organizational Climate. *Leadership and Organization Development Journal*, 13(6), 30-32.
- Al-Sherif, B. N. (1995). Psychological attitudes and organizational structures, behaviors and practices. positive and negative behaviors in the administrative.
- Amin, M. S. (1982). The factors affecting the efficiency of the performance of agricultural extension workers. *Journal of University of Baghdad*, 9(1): 113- 135.
- Anaeto, F. C., Asiabaka, C. C., Nnadi, F. N., Ajaero, J. O., Aja, O. O., Ugwoke, F. O., & Onweagba, A. E. (2012). The role of extension officers and extension services in the development of agriculture in Nigeria. *Woodpecker Journal of Agricultural Research*, Vol. 1 (6), 180-185.

- Anzi, S. A. (1983). Job performance and satisfaction *Journal of University of Baghdad*, 7(2): 143- 165.
- Ashkenasy, N. M., Wilderom, C. P. M. & Peterson, M. F. (Eds.) (2000). Handbook of organizational culture and climate. London: Sage.
- Asiabaka, C. C. (2002). Agricultural Extension: A handbook for development practitioners. *Molsyfem United Services, Omoku, Rivers State*, 1(1): 120-140.
- Asif, F. (2011). Estimating the Impact of Denison's. *Journal of Business Research*, 64(5): 454- 459.
- Assuming, B. S. (2008). Institutional bottlenecks of agricultural sector development: the case of research and extension provision in Ghana.
- Atkinson, T. & Frechette, H. (2009). Creating a positive organizational climate in a negative economic one improving organizational climate to transform performance. firm resources and sustained competitive advantage. *Journal of Management*, 17(1): 99-120.
- Avolio, B., Waldman, D. & McDaniel, M. A. (1990). Age and work performance in no managerial jobs: The effects of experience and occupational type. *Journal of Academy Management*, 1 (6): 69- 82.
- Axinn, G. H. (1988). Guide on Alternative Extension Approaches, FAO, Rome.
- Baltissen, G., Wabwile, E., Kooijman, M. and Defoer, T. (2000). Facilitating learning processes in agricultural extension: lessons from Western Kenya, *Journal of Managing Africa's Soils*, 3 (2): 89- 102.
- Barnard, C. I. (1968). The functions of the executive. Cambridge: Harvard University.
- Barrick, M. R. & Mount, M. K. (1991). The big five personality dimensions and job performance.
- Bass, B. M. (1985). Leadership and performance beyond expectations. New York Free.
- Belay, K. (2002), Constraints to agricultural extension work in Ethiopia, *South African Journal of Agricultural Extension*, Vol. 3 (1): 63–79.
- Belay, K. (2003), Agricultural extension in Ethiopia: The case of participatory demonstration and training extension system, *Journal of Social Development in Africa*, Vol. 18 (1): 49- 83.
- Benazir, B. (2014). A Study on the HRD climate and its influence on the performance among the employees. *International Journal of Research and Development*, 2(4): 63- 78.



- Benbasat, I., Goldstein, D.K & Mead, M. (1987). The case research strategy in studies of information systems, 3(6): 93- 106.
- Benor, D. & Baxter, M. (1984). Training and visit extension, The World Bank, Washington, DC.
- Bervil D. (1976). Management system impact on organizational climate and performance. University of Oklahoma.
- Bhutto & Laghari, N. A. & Laghari, M. K. (2012). A comparative study of organizational climate and job satisfaction in public, private and foreign banks. *Asian Social Science*, 8(4), 259.
- Bilgic, R. (1998). The relationship between job satisfaction and personal characteristics of Turkish workers. *The Journal of Psychology*, 132(5): 549-557.
- Birmingham, D. M. (1999). Revisiting agricultural extension: experiences in less industrialized countries', *Journal of International Agricultural and Extension Education*, Vol. 6(2): 19- 26.
- Black, A.W. (2000). Extension theory and practice: a review, *Australian Journal of Experimental Agriculture*, Vol. 40 (1): 493- 502.
- Blackburn, D. J. (1994). *Extension Handbook. Processes and Practices*. Thompson Educational Publishing, 1(4): 92- 96.
- Borman, W. C. & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. *Journal of Personnel Selection in Organizations*, 71-98.
- Borman, W. C. & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Journal of Human Performance*, 10(2): 99- 109.
- Boselie, P., Dietz, G. & Boon, C. (2005). Commonalities and contradictions in HRM and performance research, *Human Resource Management Journal*, 15(1): 67- 94.
- Botha, C. (1999). The Need for Changes in Veld Management Technology Generation and Dissemination, *South African Journal of Agricultural Extension*, Vol. 28(1): 108- 126.
- Bowen, P. & Cattell, K. (2008). Job satisfaction of South African quantity surveyors. *Journal of Construction and Architectural Management*, 15(3): 260-269.
- Bowling, N. A. (2007). Is the job satisfaction–Job performance relationship spurious? A meta-analytic examination, *Journal of Vocational Behavior*, 71(1): 167-185.

- Bryant, L., Jones D. A. and Widener, S. K. (2004) Managing value creation within the firm: An examination of multiple performance measures, *Journal of Management Accounting Research*, 16(1): 107- 132.
- Burton E., &Robert, P. (1997). Improving agricultural extension. A reference manual, Food and Agriculture Organization of the United Nations Rome.
- Butcher, A. (1994). Supervisors matter more than you think: Components of a mission-centered organizational climate, *Hospital & Health Services Administration Chicago*, 39(4): 505-521.
- Butterfield, D. & Farris, F. (1974). "The Likert organizational profile: Methodological analysis and test of system, *Journal of Applied Psychology*, 59(1): 15- 23.
- Caine, R. N. &Caine, G. (1997). Education on the edge of possibility. Alexandria.
- Caine, R. N., Caine & Caine, G., McClintic, C. & Klimek, K. (2005). Learning Principles in Action. *Corwin Press*.
- Cameron, K. S. & Whetten, D. A. (1983). Models of organizational life cycle: Application to higher education. *Journal of Higher Education*, 6(4): 269-299.
- Cameron, K. S., Sutton, R. I. and Whetten, D. A. (1988). Cambridge, MA: Ballinger.
- Cameron, K. S., Whetten, D. A. & Kim, M. (1987). Organizational dysfunctions of decline. *Academy of Management Journal*, 30 (1): 126- 138.
- Campbell, J, Dunnetter M, Lawler, E. & Weick K. (1970). Managerial behavior performance and effectiveness. New York: McGraw-Hill.
- Campbell, J. P. (1990). An overview of the army selections and classification project, *Personnel Psychology Journal*, 9(1): 309-329.
- Campbell, J. P. (1990). Modeling the performance prediction problem in industrial and organizational psychology. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial*.
- Campbell, J. P., Gasser, M. B. & Oswald, F. L. (1996). The substantive nature of job performance variability. *Behavior In Organizations Journal*, 30 (1): 126- 138.
- Carmines, E. & Zeller, R. (1991). Reliability and validity assessment. Newbury Park, *Sage Publications*.
- Carney, D. (1998). Changing public and private roles in agricultural service provision, Overseas Development Institute, Natural Resources Group, London.
- Carr, M. & Human, P. (1988). Job satisfaction and its relationship with demographic and work related variables: *African Journal of Labor Relations*, 10(3): 60- 67.

- Chandler, A. D. (1962). *Strategy and Structure*. Cambridge, MA: M.I.T. Press.
- Chen, L. Y. (2004). The moderating effects of organizational culture on the relationships between leadership behavior and organizational commitment and between organizational commitment and job satisfaction and performance. *Journal of American Academy of Business, Cambridge*, 5 (1):432- 438.
- Chi, H. K., Tsai, H. P. & Chang, P. F. (2007). Investigating the relationship among leadership styles, emotional intelligence and organization commitment on job performance: A study of salespeople in Thailand. *The Journal of Human Resource and Adult Learning*, 3(2): 199-212.
- Chi, H. K., Yeh, H. R. & Chiou, C. Y. (2008). The mediating effects of internal marketing on transformational leadership and job performance of insurance salespersons in Taiwan. *The Business Journal Cambridge*, 11(1), 173-180.
- Chi, H. K., Yeh, H. R. & Yu, C. H. (2008). The effects of transformation leadership, organizational culture, job satisfaction on the organizational performance in the non-profit organizations. *The Journal of Global Business Management*, 4(1): 129-137.
- Chikaire, J. U., Ani, A. O. and Atoma, C. R. (2015). Extension services for effective agricultural risk management in role agricultural zone of Imo State. *Journal of Applied Psychology*, 2(1): 1– 8.
- Clark, A., Oswald, A. & Warr, P. (1996). Is job satisfaction U-shaped in age? *Journal of Occupational and Organizational Psychology*, 69(1): 57- 81.
- Clark, A. E. (1997). Job satisfaction and gender: Why are women so happy at work? *Journal of Labor Economics*, 4(1): 341-372.
- Cohen, L., Manion, L. and Morrison, K. (2007). *Research methods in education*. Great Britain, MPG Books Ltd, Bodmin.
- Contado, T. E. (1997). *Formulating extension policy. Improving agricultural extension: a reference manual*. FAO, Roma (Italia).
- Conway, J. M. (1999). Distinguishing contextual performance from task performance for managerial jobs. *Journal of Applied Psychology*, 84(1): 3- 13.
- Cotton, P. (2004). *Developing an optimal organizational climate. Paper presented at Towards Australia's Safest Workplaces*, Australia.
- Cresswell, J. (2003). *Research design: Qualitative, Quantitative and mixed methods approaches* (2nd Ed.). Thousand Oaks, CA: Sage.
- Dabbagh, H. & Ahmed Y. (1999). *Job satisfaction*, University of Baghdad, College of Education.

- Daft, R. L. (2001). Essentials of organization theory and design. *South Western Educational Publishing*.
- Daku, L. (1997). Investing in agricultural extension: The case of Albania. State University.
- Dalton, D. R., Todor, W. D., Spendolini, M. J., Fielding, G. J. & Porter, L. W. (1980). Organizational structure and performance, *Academy of Management Journal*, 5(1): 49-64.
- Davies, D. (1971). Schools as Organizations, Management in Education, *University Press*.
- Davis, D. (1962). Rules, Hierarchy, and Organizational Climate. Handcrafting the standardized questionnaire. Newbury Park, CA: Sage, 50-55.
- Davis, K. & Blomstrom, R. L. (1980). Concepts and policy issues: environment and responsibility. New York: McGraw-Hill.
- Denison, D. R. (1990). 'Corporate culture & organizational effectiveness'. New York, NY: John Wiley & Sons.
- Denison, D. R. (1996). 'What is the difference between organizational culture and organizational climate? A native's point of view on a decade of paradigm wars', *Academy of Management Journal*, 21(3): 619-654.
- Dess, G. G. & Robinson, R. Jr. (1984). 'Measuring organizational performance in the absence of objective measures, *Strategic Management Journal*, 5(3): 265-273.
- Devinney, T. M., Richard, P. J., Yip, G. S. & Johnson, G. (2005) 'Measuring organizational performance in management research, *Journal of Management*, 35(3): 718- 804.
- Dewhirst, K. D. (1971). Impact of organizational climate on the desire to manage among engineers and scientists, *Personnel Journal*, 5(1):196-203.
- Doering, M., Rhodes, S. R., & Schuster, M. (1983). The aging worker. Beverly Hills, CA: Sage.
- Dondero, G. M. (1997). Organizational climate and teacher autonomy: Implications for educational reform. *International Journal of Educational Management*, 11(5), 218-221.
- Downey, H. & Slocum, W. (1975). Congruence between individual needs, organizational climate, job satisfaction and performance. *Academy of Management Journal*, 18(1): 149-155.

- Drummond, H. (2000). *Effective Management: A hand book for Manager*. Division of Research, Graduate School of Business Administration, Harvard University.
- Eisenberger, R., Fasolo, P. & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1): 51- 59.
- Ekepi, G. K. (2009). Comparative study on large scale extension, *Journal of Applied Psychology*, 5(1): 61- 89.
- El-Maharmah, T. M., (1996). Organizational climate in administrative organizational behavior of the staff. *Journal of Administrator, and Audience*, 65(1): 102- 125.
- Evan, W. M. (1963). Indices of the hierarchical structure of industrial organizations. *Journal of Management Science*, 9(1): 468- 477.
- Evans, J. R. (2004). An exploratory study of performance measurement systems and relationships with performance results. *Journal of Operations Management*, 22(3): 219-232.
- Evenson, R. E. (2005). *The economic contribution of agricultural extension to agricultural and rural development*. Rome, FAO.
- Feder R. (2002). *Rural Extension Services*, World Bank, Agriculture and Rural Development Department, Washington DC.
- Ferris, G. R., Arthur, M. M., Berkson, H. M., Kaplan, D. M., Harrell-Cook, G. & Frink, D. D. (1998). Toward a social context theory of human resource management organizational effectiveness relationship. *Human Resource Management Journal*, 8(1): 235- 264.
- Fiedler, E. (1976). *A Theory of Leadership Effectiveness*. New York: McGraw Hill Book Company.
- Filley, C. & House, J. (1969). *Managerial process and organizational behavior*. Glenview, Illinois: Scott, For semen and Company.
- Florence, M. (2015). Quality of work life, personality, job satisfaction, competence, and job performance, *European Scientific Journal September*, 11(1): 14- 26.
- Forehand, G. & Von Gilmer, B. (1964). Environmental variations in studies of organizational behavior. *Psychological Bulletin Journal*, 62(1): 362-381.
- Frances, R. (1986). Job and education level of company managers: Their relations with job satisfaction. *Applied Psychology: An International Journal*, 35(1): 513-531.

- French, W. (1970). *The personnel management process: human resources administration*. New York: Houghton Mifflin Company.
- Fried, Y. & Ferris, G. R. (1987). The validity of the job characteristics model: *Future Research In Organizational Behavior Journal*, 1 :(1) 399- 416.
- Fritsch, L. (2009). Effective HR systems: The impact of organizational climate and organizational strategy on strategic behavior. *European Scientific Journal September*, 1 (2): 44- 66.
- Gable, G. (1994). Integrating case study and survey research methods: an example in the information systems. *European Journal of Information Systems*, 3(2):112-126.
- Gameal, M. (1980). Motivations to job for agricultural extension workers in northern Iraq. Faculty of Agriculture. Department of Agricultural Extension.
- Gavin, F. (1975). Organizational climate as a function of personal and organizational variables. *Journal of Applied Psychology*, 60(1): 135- 139.
- Gavin, M. (1964). Organizational Climate as a function of personal and organizational variables, *Journal of Information Systems*, 1(1): 135-139.
- Gelade, G. A. & Ivery, M. (2003). The impact of human resource management and work climate on organizational performance. *Journal Personnel Psychology*, 56(1): 383- 404.
- Gellerman, W. (1968). *Management by motivation*. American management association.
- George, F. (1969). Organizational factors and individual performance: a longitudinal study, *Journal of Applied Psychology*, 53(1): 87-92.
- Ghanbari, S. & Eskandari, A. (2012). Organizational climate, job motivation and organizational citizenship behavior. *International Journal of Management Perspective*, 1(3): 1-14.
- Ghosh, S. & Vijayaragavan, K. (2003). Performance appraisal climate of organizations: An influencing factor for overall job satisfaction of extension personnel. *The Journal of Agricultural Education and Extension*, 9(1): 1- 9. <http://doi.org/10.1080/13892240385300031>.
- Gibson J. & Hodgetts, R. (2013). *Readings and exercises in organizational behavior*. Orlando: Academic Press Inc.
- Gilmer, B. (1966). *Industrial Psychology* (2nd ed.): McGraw-Hill. New York.
- Ginsberg, L. (1978). *Strategic planning for work climate modification*. Amazon.

- Göksu, N. (2011). The impact of organizational climate on new product development performance: A Case Study On Textile Sector. *Kahramanmaraş Sütçü İmam Üniversitesi İktisadi ve İdari Bilimler Fakültesi Dergisi*, 1(1), 57-72.
- Golafshani, N. (2003). Understanding reliability and validity in qualitative research. *The Qualitative Journal*, 8(4), 597- 607.
- Gunbayi, I. (2007). School climate and teachers, perceptions on climate factors: research into nine urban schools. *The Turkish Journal of Educational Technology*, 6(3): 70-78.
- Hall, J. (1971). A comparison of Helping and Graft's organizational climate and Likert and Likert's organizational systems, *Administer Science Quarterly*, 16(1): 386- 396.
- Halpin, A. W. & Croft B. (1963). The Organizational climate of schools: Midwest administration center. University of Chicago, USA.
- Hamid, H. (1979). Motivation towards the teaching profession at the primary school teachers, *Journal of University of Baghdad*, 4(1): 163- 195.
- Hassan, M. (1979). The most important labor problems in Baghdad factories, *Journal of University of Baghdad*, 2(1): 73- 105.
- Hazem A. (1999). The role of national programmes in the development of the agricultural sector, *Journal Educational Iraq*, 6(1): 86- 96.
- Hellriegel, D. & Slocum, J.W. (1974). 'Organizational Climate: Measures, Research, and Contingencies. *Academy of Management Journal*, 19(1): 255-280.
- Herman, J. B. & Hulin, C. (1973). Managerial satisfactions and organizational roles: An investigation of Porter's Need Deficiency Scales. *Journal of Applied Psychology*, 57(2), 118-124.
- Herreid, C. F. (1998). Why isn't cooperative learning used to teach science? *Bioscience Journal*, 48(7): 553-559.
- Hlungwane, N. T. (2006). The influence of job satisfaction on burnout of pharmaceutical sales representatives. *Journal Educational Iraq*, 3(1): 26- 56.
- Hofmann, D. A., Jacobs, R. & Gerras, S. J. (1992). Mapping individual performance over time.
- Hoque, Z. (2004). A contingency model of the association between strategy, environmental uncertainty and performance measurement: impact on organizational performance, *International Business Journal*, 13(1): 485-502.

- Hornsby, J. S., Kuratko, D. F. & Zahra, S. A. (2002). Middle managers perception of the internal environment for corporate entrepreneurship, *Journal of Business Venturing*, 17(1): 253-273.
- House, J. & Rizzo, R. (1972). Toward the measurement of organizational practices, *Journal of Applied Psychology*, 56(5): 388- 396.
- Hsu, P. Y. (2005). The research of the influence of cross-cultural on the job performance: The case on Philippine & Thailand labor in high-tech industry. National Cheng Kung University, Taiwan.
- Hsu, S. J. (2000). The new era of organizational performance evaluation. *Guided Reading of Harvard Business Review on Measuring Corporate Performance*. Taipei, Taiwan.
- Hudson, M. & Bourne, M. (2010). Theory and practice in SME performance measurement systems, *International Journal of Operations & Production management*, Vol. 21(8): 1096 – 1115.
- Hunter, J. E. & Hunter, R. F. (1984). Validity and utility of alternative predictors of job performance. *Journal of Psychological Bulletin*, 96(1): 72- 98.
- Ibrahim, N. M., (2004). Organizational climate and its relation to job performance, survey study on security forces officers in Riyadh.
- Indik, P. (1978). Toward an effective theory of organizational behavior, *Personnel Administration Journal*, 31(4): 51-57.
- James, L. & Jones A (1974). Organizational climate: a review of theory and research, *Psychological Bulletin*, vol. 12(1): 1096-1112.
- James, L. A. & James, L. R. (1989). Integrating work environment perceptions: Explorations into the measurement of meaning. *Journal of applied psychology*, 74(5), 739- 751.
- James, L. R. Choi, C. C., Ko, C. H. E., McNeil, P. K., Minton, M. K., Wright, M. A., & Kim, K. I. (2008). Organizational and psychological climate: A review of theory and research. *European Journal of Work and Organizational Psychology*, 17(1), 5-32.
- Janson, P. & Martin, J.K. (1982). Job satisfaction and age: A test of two views. *Social Forces*, 60(1): 1089-1102.
- Jing, F. F., Avery, G. C. & Bergsteiner, H. (2011). Organizational climate and performance in retail pharmacies, *Leadership & Organization Development Journal*, 32(3): 224- 242.



- Jones A. P. & James, L. R. (1979). Psychological climate: Dimensions and relationships of individual and aggregated work environment perceptions. *Organizational behavior and human performance*, 23(2), 201-250.
- Joo, B. K. & Park, S.Y. (2010). Career satisfaction, organizational commitment, and turnover intention: The effects of goal orientation, organizational learning culture and developmental feedback. *Leadership & Organization Development Journal*, 31(6): 482-500.
- Josias, B. A. (2005). The relationship between job satisfaction and absenteeism in selected field services section within an electricity utility in the Western Cape.
- Julian, G. (2007). HR Practices, organizational climate and employee outcomes: evaluating social exchange relationships in local government, *The International Journal of Human Resource Management*, 3 (2): 82-100.
- Julius, R. & Lloyd K. (1971). Relationship of organizational structure and teacher personality characteristics to organizational climate, *Organizational behavior and human performance*, 23(2): 250- 472.
- Jyoti, J. (2007). Impact of organizational climate on job satisfaction and job performance. *Journal Psychological Studies*, 52(1), 131–133, <http://doi.org/10.1007/s12646-010-0013-6>.
- Jyoti, J. (2013). Impact of organizational climate on job satisfaction, job commitment and intention to leave, *Journal of business theory and practice*, 1(1): 66- 80.
- Kahneman, D. (1973). Attention and effort. Englewood Cliffs, NJ: Prentice-Hall.
- Kaimowitz, D. (1991). The evolution of links between extension and research in developing countries, *Agricultural Extension Journal*, 2(1): 25- 72.
- Kalleberg, A. L. & Loscocco, K. A. (1983). Aging, value and rewards: Explaining age differences in job satisfaction. *American Psychologist Journal*, 48(1): 78-90.
- kamarulzaman, N. H., Vaiappuri, S. K. N., Ismail, N. A., & Mydin, M. A. O. (2016). Local Knowledge of Flood Preparedness: Current To Future Action. *Journal Teknologi*, 78(5).
- Kanfer, R. & Ackerman, P. L. (1989). Motivation and cognitive abilities: An integrative/aptitude treatment interaction approach to skill acquisition. *Journal of Applied Psychology*, 74(1): 657–690.
- Kangis, P. & Wasiams S. (2000). Organizational climate and corporate performance: an empirical investigation. *Management decision*, 38(8), 531-540.
- Karasick, W. (1971). Organizational climate and its relationship to managerial behavior. Purdue University.

- Kast, F. E. & Rosenzweig, J. E. (1972). General systems theory: Applications for organizations and management. *Academy of Management Journal*, 15(4):451-480.
- Katz, D. & Kahn, L. (1966). *The Social Psychology of Organizations*. New York: John Wiley and Sons, Inc.
- Katzell, A. & Parker T. (1965). Job satisfaction, job performance, and situational characteristics, *Journal of Applied Psychology*, 45(1): 65-72.
- Kavanaugh, J., Duffy, J.A. & Lilly, J. (2006). The relationship between job satisfaction and demographic variables for healthcare professionals. *Management Research News*, 29(6), 304-325.
- Kerlinger, N. (1973). *Foundations of Behavioral Research*. 2nd. Ed. New York: Holt, Rinehart, and Winston, Inc.
- Khalil, A. H. O., Ismail, M., Suandi, T. & Silong, D. D. (2008). Extension worker as a leader to farmers: Influence of extension leadership competencies and organizational commitment on extension workers' performance in Yemen, *Management Research Journal*, 1(4): 368-387.
- Kline, T. J. B. & Boyd, J. E. (1991). Organizational structure, context and climate: Their relationships to job satisfaction at three managerial levels. *The Journal of General Psychology*, 18(4): 305-316.
- Kolb, D. A. (1984). *Experiential learning experience as a source of learning and development*. New Jersey: Prentice Hall.
- Kollarik, T. & Mullner, J. (1975). Job satisfaction and satisfying some of the higher level needs of leading personnel. *Psychology v Economic*, 10(1): 9-18.
- Koontz, H. & O'Donnell, C. (1972). *Principles of Management*. 5th Ed. New York: McGraw-Hill iBook Company.
- Korman, A. K. (1977). *Organization behavior*. Englewood's, NJ: Prentice-Hall.
- Kumekpor, T. K. B. (2002). *Research methods and techniques of social sciences*. Son life Printing Press and Services.
- Lair, J. (1972). *A Study of congruency of individual needs and the motivational aspects of the organizational climate*. University of Oklahoma.
- Lawler, Edward E. (1967). Attitude Surveys and Job Performance. *Personnel Administration Journal*, 30(5): 3-5.

- Lawler, Edward E.; Hall, Douglas, T. & Oldham, Greg R. (1974). Organizational climate: relationship to organizational structure, process, and performance. *Organizational Behavior and Human Performance Journal*, 11(1):139-155.
- Lawrence, P. R. & Lorsch, J. W. (1969). *Organization and Environment*. Homewood, IL: Richard D. Irwin, Inc.
- Lee, J. L. (2009). The relationships among organization climate, reward system, leadership styles, and job performance: The case of ocean freight forwarder industry. National Taiwan Ocean University, Taiwan.
- Lehal, R. (2004). Research design in relation to study of organizational climate, job satisfaction and managerial effectiveness. *Research Methodology Management Journal*, 3 (3), 58- 80.
- Li, M. (2004). Workers' participation in management and firm performance: Evidence from large and medium-sized Chinese industrial enterprises. *Journal Political Economics*, 36(3), 358-380.
- Litwin, G. H. & Stringer, R.A. (1968) 'Motivation and Organizational Climate', Division of Research Graduate School of Business Administration, Boston: Harvard University.
- Liu, S. B. (2006). A study on the relationship between organizational commitment and working performance of life insurance salesmen, *Journal Political Economics*, 6(2), 38- 63.
- Liu, S. W. & Norcio, R. (2008). Mediating effects of job characteristics on job satisfaction and organizational commitment of Taiwanese expatriates working in mainland China. *The Business Journal*, 9(2): 62-67.
- Locke, E. A. (1969). What is job satisfaction? *Organizational Behavior and Human Performance Journal*, 4(1): 309-336.
- Long, A. (2005). Happy ever after? A study of job satisfaction in Australia. *The Economic Record Journal*, 81(1), 303-321.
- Luthans, F. (1973). The contingency theory of management. *Business Horizons Journal*, 12(1): 67-72.
- Luu, T., Kim, S., Cao, H. & Park, Y. (2008) Performance measurement of construction firms in developing countries, *Construction Management and Economics Journal*, 26(1): 373-386.
- Madukwe, M. C. (2006). Delivery of agricultural extension services to farmers in developing countries, University of Nigeria.

- Magoro, S. (2014). The role of agriculture extension in the 21 century, *International Journal of Agricultural Extension*, 7(3): 37- 63.
- Mahmood, K. C. (2005). Analysis of alternative extension approaches to technology dissemination and its utilization for sustainable agricultural development. *Journal of Pakistan Agriculture*, 2(1), 17-32.
- March, J. G. & Sutton, R. I. (1997) Organizational Performance as a Dependent Variable, *Organization Science Journal*, 8(1): 698–706.
- Margulies, N. (1965). A study of organizational culture and the self-actualizing process. University of California.
- Martin, A. (2007). Employee perceptions of organizational commitment, job satisfaction and turnover intentions in a post-merger institution. University of Johannesburg.
- Mayo, E. (1933). *The Human Problems of Industrial Civilization*. New York: Macmillan.
- McDaniel, M. A., Schmidt, F. L. & Hunter, J. E. (1988). Job experience correlates of job performance. *Journal of Applied Psychology*, 73(1): 327–330.
- Mei, T. (2013). Impact of organizational climate on intentions to leave and job satisfaction. *Proceedings of Global Business and Finance Research Journal*, 28(1): 29- 41.
- Meudell, K. & Gadd, K. (1994). Culture and climate in short life organizations: sunny spells or thunderstorms? *International Journal of Contemporary Hospitality Management*, 6(5), 27-32.
- Meyer, H. (1966). Achievement Motivation and Industrial Climates. *Journal of Organizational*, 1(1): 151-166.
- Meyer, M. W. (1977). *Theory of Organizational Structure*. Indianapolis: Bobs-Merrill.
- Miles, E. S., Patrick, S. L. & King, W. C. (1996). Job level as a systematic variable in predicting the relationship between supervisory communication and job satisfaction. *Journal of Occupational and Organizational Psychology*, 69(3), 277-292.
- Miller, D. J. (2004). 'Firms' Technological Resources and the Performance Effects.
- Minh, T. T., Larsen, C. E. S. & Anh, T. K (2007). Participatory training approach a training manual for training of trainers. Hanoi, Vietnam: *Journal of Agricultural House*, 6 (2), 77- 92.

- Ministry of Agriculture (2013). National Agricultural Extension Policy Implementation Framework. Iraq.
- Ministry of Agriculture (2014). National Agricultural Extension Policy Implementation Framework. Iraq.
- Ministry of Agriculture (2015). National Agricultural Extension Policy Implementation Framework. Iraq.
- Mishra, D., Chandargi, D. M. & Hireven, L. V. (2011). A study on profile characteristics of men and women extension officers and their job performance and job satisfaction. *Journal of Social and Behavioral Sciences*, 24(3), 336- 339.
- Moayedi, A. A. & Azizi, M. (2011). Participatory management opportunity for optimizing in agricultural extension education. *Journal of Procardia-Social and Behavioral Sciences*, 15(1): 1531-1534.
- Morse, J. & Lorsch, W. (1970). Theory Business Review. *Journal of Organizations*, 48 (1): 61-68.
- Motowidlo, S. J. & VanScotter, J. R. (1994). Evidence that task performance should be distinguished from contextual performance. *Journal of Applied Psychology*, 79(4): 475- 480.
- Mott, P. E. (1972). *The Characteristics of Effective Organizations*. New York: Harper and Row Publishers.
- Mowday, R. T., Porter, L. W. & Steers, R. M. (1982). *Employee organization linkages: The psychology of commitment absenteeism and turnover*. New York: Academic Press.
- Muhs, W. F. (1982). Worker participation in the progressive Era. *Academy of management Journal*, 7(1), 99-102.
- Muktar, B. G., Ahungwa, G. T. & Nasiru. (2016). Farmers Perception on the Benefit of Extension Services in Jigawa State, Nigeria. *International Journal of Applied Research*, 5(8), 24- 30. Retrieved from <http://www.esxpublishers.com>
- Murphy, K. R. (1989). Is the relationship between cognitive ability and job performance stable?
- Nachmias, C. F. (1992). *Research Methods in the Social Sciences*. Britain, St. Martin's Press Inc.
- Najwa, S. (1999). The level of agricultural motivated staff towards agricultural training and its relationship to some factors: *Journal of Baghdad University*, 3 (1): 59- 79.

- Neal, A., Griffin, M. A. & Hart, P. M. (2000). The impact of organizational climate on safety climate and individual behavior. *Safety science Journal*, 34(1), 99-109.
- Neal, A., West, M. A. and Patterson, M. G. (2005). Do organizational climate and competitive strategy moderate the relationship between human resource management and productivity? *Journal of Management*, 31(1): 492- 512.
- Nunnally, J. (1978). *Psychometric Theory*. New York: McGraw-Hill.
- Nurharani, S., Nur Z. and Nur S. (2013). The Impact of Organizational Climate on Teachers', Job Performance. *Journal of Alicante*, 2 (1): 7-79.
- Nystrom, P. C. &Starbuck, W. H. (1984). To avoid organizational crisis, unlearn. *Organizational Dynamics Spring*, 1(1): 53- 65.
- O'Brien, G. E. & Dowling, P. (1981). Age and Job satisfaction. *Australian Psychologist*, 16(1): 49- 61.
- Okpara, J. O. (2004). Personal characteristics as predictors of job satisfaction: An exploratory study of IT managers in a developing economy. *Information Technology and People*, 17(3), 327-338.
- Olajumoke O. (2013). *Organizational Climate and Performance*. University of East London.
- Ommani, A. R. & Noorivandi, N. (2014). Analyzing satisfaction of rice farmers regarding agricultural extension and education methods. *Indian Journal of Fundamental and Applied Life Sciences*, 4 (3): 1337-1341.
- Omolayo, B. O. & Ajila, C. K. (2012). Leadership styles and organizational climate as determinants of job involvement and job satisfaction of workers in tertiary institutions. *Business and Management Research*, 1(3): 28- 36.
- Opio- Odongo, J. (2000). Roles and challenges of agricultural extension in Africa. *Sasakawa African Association*, 1(1): 89- 103.
- Oshagbemi, T. (2000). Is length of service related to the level of job satisfaction? *International Journal of Social Economics*, 27(3), 213-226.
- Oshagbemi, T. (2003). Personal correlates of job satisfaction: Empirical evidence from UK universities. *International Journal of Social Economics*, 30(12), 1210-1232.
- Ostroff, C., Kinicki, A. J. & Tamkins, M. M. (2003). *Organizational culture and climate*. John Wiley & Sons, Inc.
- Owens, R. G. (1998). *Organizational Behavior in Education*. 6th Ed. Prentice Hall, Allyn and Bacon, Boston, USA.

- Pallant, J. (2001). *SPSS Survival Manual*. Maidenhead, Berkshire: St. Edmunds buriesPress.
- Palmer, G. J. (1961). *Test of a theory of leadership and organization behavior with management gaming*, Louisiana State University.
- Pascale, R. T. (1990). *Managing on the Edge*. New York: Simon & Schuster.
- Patchen, M. (1962). Supervisory methods and group performance norms. *Journal of Administrative Science Quarterly*, 7(1): 275-294.
- Patterson, M. G., Warr, P. B. & West, M. A. (2004). Organizational climate and company performance: the role of employee affect and employee level, *Journal of Occupational and Organizational Psychology*, 77(1): 193- 216.
- Patton, T. (1969). *Interrelationship of Organization Leadership Style, Type of Work Accomplished, and Organizational Climate with Extrinsic and Intrinsic Motivation Developed within the Organization*, University of Washington.
- Pedia. (2012). *Agricultural Extension in the United States*. Washington DC: National Academy Press.
- Peters, J. (2001). Transforming the model approach to upland rural development in Vietnam. *Journal of Agriculture and Human*, 8(1): 396- 403.
- Petty, M. M., McGee, G.W. & Cavender, J.W. (1984). A meta-analysis of the relationship between individual job satisfaction and individual performance. *Academy of Management Review*,9(4), 712-721.
- Ployhard, R. E. & Hakel, M. D. (1998). The substantive nature of performance variability: Predicting inter individual differences in intra individual performance. *Journal of Personnel Psychology*, 1(1): 51- 65.
- Ponniah, A. (2008). *Concepts and Practices in Agricultural Extension in Developing Countries. A Source Book*. Washington D. C., International Food Policy Research Institute.
- Popa, B. M. (2011). The relationship between performance and organizational climate. *Journal of Defense Resources Management*, 2(2), 137- 142.
- Pors, N.O. (2003). Job Satisfaction among library managers: A cross-cultural study of stress, freedom and job conditions. *New Library World*, 104(11): 464- 472.
- Porter, Lyman W. and Lawler, Edward E. (1965). Properties of Organization. Structure in Relation to Job Attitudes and Job Behavior. *Psychological Bulletin*, 64(1): 23- 51.

- Porter, Lyman W. Steers, R. M., Mowday, R. T. & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology*, 59(1): 603-609.
- Potosky, D. & Ramakrishna, H. (2001). 'Goal Orientation, Self-Efficacy, Organizational Climate, and Job Performance', *Academy of Management*.
- Pritchard, R. D. & Karasick, B. W. (1973). The effects of organizational climate on managerial job performance and satisfaction. *Organizational Behavior and Human Performance*, 9(1): 126- 146.
- Qamar, M. K. (2005). *Modernizing National Agricultural Extension System: A Practical Guide for Policy-Makers in Developing Countries*. Rome, FAO.
- Qualls, W. & Puto, C (1989). Organizational climate and decision framing. *Journal of Marketing Research*, 26(1): 179-192.
- Quinn, R. P. & Staines, G. L. (1979). *The Quality of Employment Survey*. Ann Arbor, MI: *Institute for Social Research*.
- Rao, M. V. K. (2014). The impact of organizational climate on job satisfaction, morale and team performance: *International Journal of Multidisciplinary Research*, 4(7), 204-218.
- Ravishanker, S. (2015). Organizational Climate on the Performance of Cement Industry. *International Journal of Research and Development*, 2 (4): 54- 79.
- Raza, S. (2010). 'Impact of organizational climate on performance of organization teachers in Punjab', *Journal of Organization Teaching and Learning*, 7(10): 47-51.
- Reid, S. (1987). *Working with Statistics: An Introduction to Qualitative Methods for Social Scientists*, Cambridge: *Polity Press*.
- Rhoades, L., Eisenberger, R. & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of Applied Psychology*, 86(1): 825- 836.
- Rhodes, S. (1983). Age-related differences in work-related attitudes and behavior: a review and conceptual analysis. *Psychological Bulletin*, 29(1): 338-367.
- Richard, P. J., Devinney, T. M., Yip, G. S. and Johnson, G. (2008). 'Measuring organizational performance as a dependent variable. *Towards Methodological Best Practice*.
- Robbins, S. P. (2001). *Organizational behavior*. Upper Saddle River, NJ: Prentice-Hall.



- Robbins, S. P., Odendaal, A. & Roodt, G. (2003). *Organizational Behavior – Global and Southern African perspective .Pretoria: Pearson Education.*
- Robert, J. L. (2007). Effects of an Organization's climate on performance of supply chain managers in Michigan: a perception study. *International Journal of Quality and Productivity Management*, 7(1): 225- 45.
- Robert T. (1969) Interrelationship of organization leadership, type of work accomplished, and organizational climate with extrinsic and intrinsic motivation developed within the organization. *Cambridge University Press, Cambridge.*
- Robert, L. (1979). *Essentials of Educational Measurement*, 2nd ed; New Jersey, Englewood Cliffs: Prentice Hall.
- Rogers, E. M. (1995). *Diffusion of Innovations*. 4th Ed. Free Press, New York.
- Ronen, S. (1978). Job satisfaction and the neglected variable of job seniority. *Human Relations*, 31(4), 297-308.
- Rose, R. C., Kumar, N. & Pak, O. G. (2009). The effect of organizational learning on organizational commitment, job satisfaction and work performance. *Journal of Applied Business Research*; 25(6), 55-65.
- Saher H. (2001). Evaluate the technical capabilities and organizational centers specialized in agricultural training. *Journal of ministry of agriculture of Iraq*, 2(1): 42- 56.
- Sales, M. (1966). Supervisory Style and Productivity: Review and Theory. *Journal of Personnel Psychology*, 19(1): 275-285.
- Santos, J. R. A. (1999). Cronbach's Alpha: A tool for assessing the reliability of scales. *Journal of Extension*, 37(2), 1-5.
- Sarker, S. J., Crossman, A. & Chinmeteeputuk, P. (2003). The relationship of age and length of service with job satisfaction: An examination of hotel employees in Thailand. *Journal of Managerial Psychology*, 18(7), 745-758.
- Sayles, L. and Chandler, K. (1971). *Managing Large Systems- Organizations For The Future*. New York: Harper and Row.
- Scanlan, B. K. (1973). *Principles of Management and Organizational Behavior*. New York; John Wiley and Sons, Inc.
- Schein, E. H. (1990). Organizational culture. *American Psychological Association*. Vol. 45(2): 101- 109
- Schermerhorn, J. R., Hunt, J. G. & Osborn, R. N. (2000). *Organizational behavior*. New York; John Wiley and Sons, Inc.

- Schneider, B. (1975). Organizational Climates: An Essay. *Personnel Psychology*, 28(1): 447- 479.
- Schneider, B. (2000). *The Psychological Life of Organizations*. New York: Harper and Row.
- Schneider, B., White, S. S. & Paul, M. C. (1998). Linking service climate and customer perceptions of service quality: Tests of a causal model. *Journal of applied Psychology*, 83(2), 150.
- Schneider, B. and Bartlett, C. J. (1968). Individual differences and organizational climate i: the research plan and questionnaire development. *Personnel Psychology*, 21(1): 323-334.
- Schneider, B. and Bartlett, C. J. (1970). Individual differences and organizational climate ii: measurement of organizational climate by the multi-trait, multi-rater matrix. *Personnel Psychology* 23(1): 493-512.
- Schneider, B. (1972). Organizational climate: individual preference and organizational realities. *Journal of Applied Psychology* 56(3): 211-217.
- Scott, D. and Morrison, M. (2006). *Key Ideas in Educational Research*. England: Continuum International Publishing Group.
- Scott, W. R. (1981). *Organizations: Rational, Natural, and Open Systems*. Englewood Cliffs, NJ: Prentice-Hall.
- Selamat, N. (2013). The Impact of Organizational Climate on Teachers. *Job Performance Educational Research*, 2(1): 122- 145.
- Senge, P. (1990). The art & practice of the learning organization. In *The New Paradigm in Business: Emerging Strategies for Leadership and Organizational Change*. *World Business Academy*, 1(1): 126-138.
- Shahzad, F., Luqman, R. A., Khan, A. R. & Shabbir, L. (2012). Impact of organizational culture on organizational performance: an overview. *Interdisciplinary journal of contemporary research in business*, 3(9), 975.
- Simon, H. A. (1945). *Administrative Behavior*. New York: Free Press.
- Singh, H. (2014). Organizational climate: a comparative study of state Universities of Haryana. *International Journal of Research in Economics and Social Sciences*, 4(9), 44-54.
- Siu, O. (2002). Predictors of job satisfaction and absenteeism in two samples of Hong Kong nurses. *Journal of Advanced Nursing*, 40(2), 218-229.

- Smallbone, D., Leigh, R. & North, D. (1995). 'The Characteristics and Strategies of High Growth Firms', *International Journal of Entrepreneurial Behavior and Research*, 1(3): 44- 62.
- Snipes, R. L., Oswald, S. L., La Tour, M., & Armenakis, A. A. (2004). The effects of specific job satisfaction facets on customer perceptions of service quality: an employee level analysis. *Journal of Business Research*, 58(10): 1330-1339.
- Spector, P. E. (2005). *Industrial and Organizational Psychology: Research and Practice*. 4th Ed. New York: Wiley.
- Spector, P. E. (1997). *Job satisfaction: Application, assessment, cause and consequences*. Thousand Oaks, CA: Sage.
- Speranza, C. I., Kiteme, B. & Opondo, M. (2009). *Adopting public agricultural extension services to climate change*. New York: Wiley.
- Springer, G. (2011). A study of job motivation, satisfaction, and performance among bank employees. *Journal of Global Business*, 5(1): 29-42.
- Starbuck, W. H. (1976). Organizations and their environments. In *Handbook of Industrial and Organizational Psychology*. Dunnette, M. D. (ed.) p. 1069-1123. Chicago: Rand McNally.
- Starke, L. (1989). "The five stages of corporate moral development." in *The New Paradigm in Business: Emerging Strategies for Leadership and Organizational Change*. *World Business Academy*, 1(1): 203-204.
- Su, Y. S. (1999). A study of leadership style and job performance on account management department of chug haw telecom company. *The Journal of Human Resource and Adult Learning*, Vol 8(2): 14- 25.
- Suliman & Abdullah, A. M. & Abdullah, M. H. (2005) Towards a high performance workplace: Managing corporate climate and conflict. *Management Decision*, 43(5): 720-733.
- Swanson, B. E., Farner, B. J. & Bahal, R. (1990). 'The Current Status of Agricultural Extension Worldwide', in B.E. Swanson (ed.), *Global Consultation on Agricultural Extension*, FAO, Rome.
- Tagiuri, R. & Litwin, G. H. (1968). *Organizational Climate: Explorations of a concept*. Boston: Harvard University.
- Tayeh, A. (1983). The impact of the work of the organization Technology, *Journal of University of Baghdad*, 3(2): 72-73.
- Taylor, F. W. (1917). *The Principles of Scientific Management*. New York: Harper.

- Taylor, J. & Bowers, D (1972) 'Survey of organizations: A machine scored standardized questionnaire instrument,' University of Michigan. New York: John Wiley and Sons.
- Thompson, M. D. (2003). Organizational climate perception and job element satisfaction: A multi-frame application in a higher education setting. *Journal of Organizational*, 2(1): 32-43.
- Timothy A. Judge , Carl J. Thoresen , Joyce E. Bono & Gregory K. (2001). The Job Satisfaction-Job Performance A Qualitative and Quantitative Review Relationship. American Psychological Association, Inc. Vol. 127. No. 3. 376-407.
- Tiraieyari, N., Idris, K., Hamzah, A. & Uli, J. (2010). Importance of program development competencies for agricultural extension agents' performance in process of technology transfer. *American Journal of Agricultural and Biological Sciences*, 5(3), 376-379.
- Vande F, E. (2006). Changing Roles of Agricultural Extension in Asian Nations. *Publishing Corporation*, 1(1): 320- 325.
- Vanden W. & Hawkins H.S. (1988). Agricultural Extension Bath press Avon Great Britain. New York: John Wiley and Sons, Inc.,
- Venkatraman, N. & Ramanujam, V. (1986). Measurement of Business Performance in Strategy Research: A Comparison of Approaches', *Academy of Management*, 11(1): 801–814.
- Vijayakumar, V. S. (2007). Management styles, work values and organizational climate. *Journal of the Indian academy of applied psychology*, 33(2), 249-260.
- Vinchur, J., Schippmann, S., Switzer, S. & Roth, L. (1998). A meta-analytic review of predictors of job performance for salespeople. *Journal of Applied Psychology*, 2(4): 75- 83.
- Von L. (1968). General System Theory: Foundations, Developments, Applications. New York.
- Vroom, V. H. (1964). Motivation and Morale. New York: John Wiley and Sons, Inc.,
- Waddington, H. (2010). The Impact of Agricultural Extension Services. Washington D. C., World Bank.
- Waleed A. (2011), Factors Affecting the Effectiveness of the Job Performance of the Specialists Working in the Youth Care at Hewn University, *World Journal of Sport Sciences* 4 (2): 116-125.

- Warwick, D. P. (1975). *A Theory of Public Bureaucracy*. Cambridge, MA: Harvard University Press.
- Wazzan, K. (2006). Organizational climate and its relationship to organizational commitment. Riyadh. *Kingdom of Saudi Arabia Journal*. 1(2): 75- 94.
- Weaver, C. N. (1980). Job satisfaction in the United States. *Journal of Applied Psychology*, 65(1):364-367.
- Weber, M. (1947). *The Theory of Social and Economic Organizations*. Henderson, A. M., and Parsons, T. (trans.) New York: Oxford University Press.
- Wendell, L. & Cecil H. (2004). *Organization Development*. Tan Prints (India) Pvt. Ltd India.
- Werner, J. M. and DeSimone, R. L. (2006) *Human Resource Development*. 4th end. USA: Thomson South-Western.
- Whetten, D. A. (1987). Organizational growth and decline processes." In *Readings in Organizational Decline*.
- Whyte, F. (1972). *Organizational Behavior: Theory and Application*. Homewood, Illinois: Richard D - Irvin, i.nc.
- Wiggins, S. (1986). Agricultural Policy and Agricultural Extension: The African Experience, *Elsevier Science*, 1(1): 99–105.
- Wilderom, C. and Peterson, M. F. (2000). *Handbook of Organizational Culture and Climate*.
- Winter, G. (2000). A Comparative Discussion of the Notion of Validity in Qualitative and Quantitative Research, the *Journal of Qualitative*, 4(3): 12- 25.
- Wiske, M. S. (1998). *Teaching for understanding: Linking research with practice*. San Francisco: Josser Bass.
- World Bank (2008). *World Development Report. Agriculture for Development*. Washington D. C., Quebecor World.
- Wright, J. D. & Hamilton, R. F. (1978). Work satisfaction and age: some evidence for the "job change" hypothesis. *Social Forces*, 56 (1); 1140-1158.
- Yeh, H. & Hong, D. (2012). The mediating effect of organizational commitment on leadership type and job performance. *The Journal of Human Resource and Adult Learning*, 8(2), 50.

- Yusuf, M. (2010). Effects of Organizational Climate on the Professional Performance Employees of at the Islamic University- Gaza. *The Journal of Human and Resource and Adult Learning*, 8 (2): 67- 75.
- Zahra, A. & Jeffrey G. (1995). Contextual Influences on the Corporate Entrepreneurship-Performance Relationship: A Longitudinal Analysis, *Journal of Business Venturing* 10(1): 43-58.
- Zhang, J., & Liu, Y. (2010). Organizational climate and its effects on organizational variables: An empirical study. *International Journal of Psychological Studies*, 2(2), 189.
- Zickar, M. J. & Slaughter, J. E. (1999). Examining creative performance over time using hierarchical linear modeling: An illustration using film directors. *Human Performance*, 12(1): 211–230.

## LIST OF PUBLICATIONS

### Journal Publications

Norsida, M., Ahmed, H., Jasim, M., Adnan, I., Bahaman, A., Nolila M., & Raja, N. (2016). A Need for Investigating Organizational Climate and Its Impact on the Performance. *European Journal of Business and Management*, 8 (3): 136- 142.

Norsida, M., Jasim, M., Ahmed, H., Adnan, I., Nolila M., & Majeed, H. (2016). Training Requirement of Agriculture Extension Officers in Iraq. *Asian Journal of Applied Sciences*, 10 (3):1- 7.

Norsida, M., Ahmed, H., Jasim, M., Adnan, I., Bahaman, A., Nolila, M., & Raja, N. (2016). Adult Learning and Lifelong Learning and their Socio-Economic Contribution. *Information and Knowledge Management*, 6 (1): 113- 120.

### Conferences

Norsida, M., Ahmed, H., Adnan, I., Bahaman, A., Nolila, M., & Raja, N. (2017). Extension Workers' Perception of Organizational Climate and Job Satisfaction in Agricultural Organization in Iraq. *Proceedings of International Conference on Agricultural Extension, 14- 16 February 2017, Serdang, Malaysia.*



**UNIVERSITI PUTRA MALAYSIA**

**STATUS CONFIRMATION FOR THESIS / PROJECT REPORT AND COPYRIGHT**

**ACADEMIC SESSION :** \_\_\_\_\_

**TITLE OF THESIS / PROJECT REPORT :**

RELATIONSHIP BETWEEN ORGANIZATIONAL CLIMATE AND JOB PERFORMANCE OF AGRICULTURAL EXTENSION WORKERS IN IRAQ

**NAME OF STUDENT:** AHMED HAMDAN LAFTA

I acknowledge that the copyright and other intellectual property in the thesis/project report belonged to Universiti Putra Malaysia and I agree to allow this thesis/project report to be placed at the library under the following terms:

1. This thesis/project report is the property of Universiti Putra Malaysia.
2. The library of Universiti Putra Malaysia has the right to make copies for educational purposes only.
3. The library of Universiti Putra Malaysia is allowed to make copies of this thesis for academic exchange.

I declare that this thesis is classified as :

\*Please tick (✓)

**CONFIDENTIAL**

(Contain confidential information under Official Secret Act 1972).

**RESTRICTED**

(Contains restricted information as specified by the organization/institution where research was done).

**OPEN ACCESS**

I agree that my thesis/project report to be published as hard copy or online open access.

This thesis is submitted for :

**PATENT**

Embargo from \_\_\_\_\_ until \_\_\_\_\_  
(date) (date)

**Approved by:**

\_\_\_\_\_  
(Signature of Student)  
New IC No/ Passport No.:

Date :

\_\_\_\_\_  
(Signature of Chairman of Supervisory Committee)  
Name:

Date :

**[Note : If the thesis is CONFIDENTIAL or RESTRICTED, please attach with the letter from the organization/institution with period and reasons for confidentially or restricted. ]**