UNIVERSITI PUTRA MALAYSIA

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

AHMED HAMDAN LAFTA

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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
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DEDICATION

To

The person who encouraged and supported me by all means

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

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January 2018

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 PENGEMBANGANPERTANIAN DI IRAQ

Oleh

AHMED HAMDAN LAFTA

Januari 2018

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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.
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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.

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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
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CHAPTER 1

INTRODUCTION

Chapter one discusses the background of agriculture in Iraq. It introduces 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 (Mukhtar 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, Tiraeyari 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, Tiraeyari 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 program as a method to link between agricultural extension organization, the scientific research centers and agriculture colleges as the new model to attain 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 (Schermernhorn 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.
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