



The Effectiveness Of Human Resource Management Practices In Achieving The Objectives Of Agricultural Extension Centers In Sulaymaniyah Governorate In Kurdistan Region/Iraq.

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ABSTRACT

The purpose of this research is to identify the level of effectiveness of human resource management practices from the perspective of agricultural extension workers in achieving the objectives of agricultural extension centres in Sulaymaniyah Governorate, as well as to classify the fields of these practices according to their importance, and studying the correlation between them and a group of independent variables. The research population comprised all agricultural extension personnel employed at the extension centres within Sulaymaniyah Governorate, totalling 95 workers in agricultural extension. These workers were distributed throughout the various districts and sub-districts of the governorate; the research findings illustrated that the effectiveness of human resource management practices in agricultural extension centres is low, with a tendency to reach a medium level. Additionally, the research results revealed that planning practice was the highest-ranked discipline compared to other practices. They also findings indicated a correlation between the effectiveness of human resource management practices and certain research variables, specifically (Age, Gender, Duration of agricultural service, Duration of agricultural extension service, Participation in Training courses, and Workplace) However, no correlation was identified concerning other variables, such as (Academic specialisation, Academic achievement, Marital status, Attitude towards human resource management practices, and Sources of agricultural information). Therefore, the researchers recommend enhancing awareness and training on the importance of human resource management and its role in improving productivity and providing the financial and technological resources necessary for effectively implementing these practices within the agricultural extension centres in the governorate.

Keywords: Effectiveness, Human Resources, Agricultural extension workers, Human Resource Management Practices, Agricultural Extension Centers.

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INTRODUCTION

Agriculture serves a fundamental function in the economic architecture of various countries internationally, incorporating both developed and developing economies. [1]. It is responsible for achieving food security and providing essential inputs for other economic fields [2]. Consequently, countries worldwide endeavour to attain holistic agricultural development, leading them to adopt numerous approaches and resources to advance their agricultural practices, mainly focusing on the effectiveness of their agricultural governance structures [3]. Thus, employees in agricultural administrations must coordinate their relationships with the target audience and a range of other operational entities and organisations. Such coordination is necessary to ensure the effective execution of their existing and future responsibilities. [4].

The human element is the cornerstone in building and developing organisations, as their success or failure depends on it. Therefore, human resources management includes analysing the organisation's needs, attracting competencies, selecting, appointing, training, developing, compensating, and leading them to achieve the desired goals. [5]. Thus, these processes focus on planning human resources, selecting the most suitable ones, and appointing, promoting, and evaluating their performance. This prompts organisations to adopt different strategies to achieve distinguished job performance [6]. Human resource management practices specifically involve examining an organisation's goals to facilitate their attainment through analysing, comprehending, and assessing employees. This process entails identifying the factors that align with employees' needs within both the internal and external market environments and evaluating the workforce size and the dynamics of human resource movement [7]. The term "human resource management practices" is an essential administrative concept in business organisations and has attracted considerable scholarly focus, being defined in various ways. This process is recognised as a specialised approach aimed at attracting and cultivating employee skills while fostering communication and collaboration among them to facilitate organisational growth [8], or this administrative process represents an essential tool for achieving the organisation's goals effectively, through strategic planning for human resources within the general framework of strategic planning, selecting appropriate cadres, managing their career paths, and ensuring the continuity of their efficiency. It also

aims to motivate employees to achieve organisational goals while providing a satisfactory work environment that enhances job satisfaction [9]. Numerous studies indicate that effective human resource management practices foster innovation within organisations, implement business strategies, enhance performance and financial outcomes, resolve conflicts, and secure a sustainable competitive edge [10, 11, 12, 13, 14, 15]. The study [16] showed that human resource management contributes to improving the effectiveness of the organisation; according to the study [17], the pivotal role of human resource management is underscored by its integral contribution to organisational strategies through effective practices, which in turn enhance the overall performance of both the organisation and its workforce. Furthermore, additional research has validated the positive association between human resource management practices and the execution of total quality management [18], job engagement [19, 20, 21, 22] and achieving competitive advantage [23], organisational performance [24, 25, 26], job performance [27], job satisfaction [28], and reducing employee turnover intention [29].

Agricultural extension acts as a significant driver for increasing agricultural efficiency, facilitating the progress of rural families, and raising their quality of life [30]; it achieves this by facilitating educational transformations in the knowledge, skills, and attitudes of farmers and their families, thereby propelling economic development and augmenting its growth rates [31]. For agricultural extension to achieve its goals, it must develop and enhance its capabilities, especially human resources [32], representing the cornerstone of extension work, the workers in the agricultural extension are essential to its success and form the foundational layer of the pyramid. [33], this connects two social systems: the extension organisation to which it is affiliated and the external organisation in which it operates, represented by the audience that seeks assistance. The success of agricultural extension initiatives in reaching their intended outcomes is primarily influenced by the performance of agricultural extension workers in their various responsibilities. Effective extension workers embody the traits, capabilities, and skills requisite for the desired level of performance [34]. Accordingly, researchers in the field of management are interested in formulating principles and frameworks that aim to enhance the contribution of agricultural extension workers within extension organisations through the strategic application of human resource management. Therefore, extension centres must adopt modern methods of adapting to environmental changes. This includes applying practices such as planning, recruitment, appointment, training, job design and analysis, performance evaluation, motivation, and employee participation in decision-making to achieve these goals.

Given the vital role played by human resource management practices in extension organisations, this study aims to clarify the impact of these practices in achieving the objectives of the agricultural extension organisation in Sulaymaniyah Governorate; consequently, due to the factors mentioned and the lack of prior studies on human resource management practices aimed at fulfilling the objectives of the extension organisation in Sulaymaniyah Governorate, this research seeks to address the following inquiries:

1. What is the effectiveness of human resource management practices in achieving the objectives of agricultural extension centres in the Sulaymaniyah Governorate?
2. Is there a correlation between the independent variables and the effectiveness of human resource management practices in achieving the objectives of agricultural extension centres in Sulaymaniyah Governorate?

RESEARCH OBJECTIVES:

1. Identifying the effectiveness of human resources management practices in achieving the objectives of agricultural extension centres in Sulaymaniyah Governorate.
2. Arranging the fields of human resources management practices in achieving the objectives of agricultural extension centres in the Sulaymaniyah Governorate.
3. Determining the correlation between the effectiveness of human resource management practices in achieving the objectives of agricultural extension centres and each of the variables (Age, Gender, Academic specialisation, Academic achievement, Marital status, Duration of agricultural service, Duration of agricultural extension service, Participation in Training courses, Workplace, Attitude towards human resource management practices, and Sources of agricultural information).

HYPOTHESES FOR RESEARCH:

1. According to the Age of the Agricultural Extension Workers, There is a significant correlation between the effectiveness of human resource management practices in achieving the objectives of agricultural extension centres.
2. There is a significant correlation between the effectiveness levels of human resource management practices in achieving the objectives of agricultural extension centres according to the Gender of the Agricultural Extension Workers.
3. There is a significant correlation between the effectiveness of human resource management practices and achieving the objectives of agricultural extension centres according to the Academic specialisation of Agricultural Extension Workers.
4. According to the Academic Achievement of the Agricultural Extension Workers, There is a significant correlation between the effectiveness of human resource management practices in achieving the objectives of agricultural extension centres.
5. There is a significant correlation between the levels of effectiveness of human resource management practices in achieving the objectives of agricultural extension centres according to the Marital status of the Agricultural Extension Workers.
6. There is a significant correlation between the effectiveness levels of human resource management practices in achieving the objectives of agricultural extension centres according to the Duration of agricultural service of the Agricultural Extension Workers.

7. There is a significant correlation between the effectiveness levels of human resource management practices in achieving the objectives of agricultural extension centres according to the Duration of agricultural extension service of the Agricultural Extension Workers.
8. According to the Participation in Training courses of Agricultural Extension Workers, There is a significant correlation between the effectiveness of human resource management practices and the objectives of agricultural extension centres.
9. According to the Workplace of the Agricultural Extension Workers, there is a significant correlation between the effectiveness levels of human resource management practices in achieving the objectives of agricultural extension centres.
10. There is a significant correlation between the effectiveness of human resource management practices in achieving the objectives of agricultural extension centres and the Attitude of agricultural extension workers towards human resource management practices.
11. There is a significant correlation between the levels of effectiveness of human resource management practices in achieving the objectives of agricultural extension centres according to the Sources of agricultural information management practices of the Agricultural Extension Workers.

4. RESEARCH OF MATERIALS AND METHODS:

Methodology for Research: This study follows the descriptive research approach, as it seeks to describe and analyse reality through collecting and interpreting data to understand the perceptions, attitudes, and reactions of agricultural extension workers toward the effectiveness of human resource management practices in achieving the goals of agricultural extension centres [35].

Research area: Sulaymaniyah Governorate was selected as the study area due to its great importance as one of the leading agricultural governorates in the Kurdistan Region. Most of the region's inhabitants depend on agriculture as their primary sustenance. This governorate is noted for its diverse agricultural endeavours, encompassing plant cultivation and animal husbandry, which are crucial in ensuring regional food security.

Research population: All agricultural extension workers in the extension centres of Sulaymaniyah Governorate are distributed across its districts and sub-districts, with 95 serving this area, as shown in Table 1.

Table (1) presents the distribution of participants within the research population.

Governorate	Agricultural unit	Places	population
Sulaimani	Agricultural Extension Centers	Suleimani Center	37
		Dukan	4
		Darbanixan	4
		Bazyar	3
		Sharazwr	8
		Tanjaro	5
		Chwarta	5
		Chwarqwrna	3
		Qarahanjer	12
		Chamchamal	7
		Kalar	5
		Kfri	2
		Total	95

Data Collection tool:

A questionnaire is a systematic tool in scientific research used to collect data from individuals through structured questions. It is an effective means of obtaining quantitative or qualitative data on specific variables and is used in descriptive and analytical studies to understand trends, behaviours, and attitudes [36, 37]. A specialised questionnaire comprising two sections was developed to fulfil the research objectives. The initial section focused on gathering personal and professional information from the respondents. In contrast, the subsequent section assessed the effectiveness of human resource management practices, consisting of eight fields: each of (8) items. The assessment of the effectiveness of human resource management practices included 64 items that were allocated among diverse research fields. Each item presented to respondents included a selection of alternatives: strongly agree, agree, neutral, disagree, and strongly disagree, which were assigned numerical values of 5, 4, 3, 2, and 1, respectively. Consequently, the effectiveness of these practices was theoretically limited to a scoring range of 64 to 320. The questionnaire was given to a group of specialists from the Colleges of Agriculture and Administration at the University of Sulaimani to evaluate the perceived content and face validity of the questionnaire. Their feedback led to modifications, including removing or adding specific items within the questionnaire. To ensure the validity of the questionnaire items, a pre-test was conducted in November 2024 on a sample of 20 agricultural employees assigned to extension work in the Directorate of Agriculture in Sulaymaniyah Governorate, outside the research population, as they were not within the 12 agricultural extension centres, but rather within the General Directorate of Agriculture in the governorate. Cronbach's alpha coefficient was applied to determine the reliability of the scale used in this research, serving as a recognised benchmark for assessing the reliability of measurement tools [38]. A reliability coefficient of 0.90 was

established for the human resources management practices scale, reflecting consistency among its items. [39] The respondents' information was gathered between December 10, 2024, and January 10, 2025.

RESULTS AND DISCUSSION

5.1 Identifying the effectiveness of human resources management practices in achieving the objectives of agricultural extension centres in Sulaymaniyah Governorate.

The research results demonstrated that participants' maximum score in human resource management practices was 238 degrees, while the minimum score recorded was 68. This assessment utilised a scale of 64 to 320 degrees, yielding an average score of 139.79 and a standard deviation of 34.57. Participants were classified into three distinct categories based on their scores in human resource management practices: Low, Medium, and High, as can be observed in Table 2.

Table (2) illustrates the categorisation of respondents according to their varying degrees of involvement with human resource management practices.

Level of HRM practices	Frequency	%	Average of HRM practices	\bar{X}	Std. Deviation
(68 – 124) Low	48	50.53	111.60	139.79	34.57
(125 – 181) Medium	32	33.68	154.25		
(182 - 238) High	15	15.79	199.13		
Total	95	100			

According To Table (2), the predominant % of respondents, totalling 50.5%, is categorised under Low human resource management practices, with an average score of 111.60 degrees. Conversely, only 15.8% of respondents fall into the High category, achieving an average score of 199.13 degrees. The findings suggest that most respondents demonstrating Low effectiveness are inclined towards Medium levels of human resource management practices, with the combined Low and Medium categories representing 84.2% of the total respondents. This may be due to limited financial and human resources, which makes it challenging to implement HRM practices, or agricultural extension workers may not realise the impact of HRM practices on improving work efficiency and quality. Human resources may be viewed as a secondary management rather than a vital strategy.

5.2 Arranging the fields of human resources management practices in achieving the objectives of agricultural extension centres in Sulaymaniyah Governorate.

The research outcomes presented in Table (3) indicated a divergence in human resource management practices among respondents across multiple disciplines.

Table (3) Ranking the effectiveness of human resource management practices

fields	Maximum degree of the field	Average human resource management	Average of weighted averages	Weight %	Std. Deviation	Rank
Planning	40	22.87	2.857	57.17	7.21	1
Participation of employee	40	19.86	2.480	49.65	7.71	2
Health and Safety of Employees	40	17.85	2.230	44.62	6.78	3
Analysis and job design	40	17.47	2.181	43.67	7.60	4
Recruitment and Selection	40	16.60	2.077	41.50	5.40	5
Evaluation of work	40	16.20	2.021	40.50	5.67	6
Compensation and Incentives	40	15.31	1.915	38.27	5.22	7
Training of Employees	40	13.62	1.706	34.05	5.18	8

According to the information in Table (3), the planning sector is positioned at the top in terms of its importance and percentage weight, with an average weighted score of (2.857) and a percentage weight of (57.17%); this score is notably higher than those of the other sectors, which can be attributed to the understanding that planning constitutes the foundational and most vital stage because it sets the roadmap that guides all other human resources practices, ensuring that the organisation's goals are achieved efficiently and effectively, Despite being ranked the lowest in both importance and percentage weight, the Training of Employees category achieved an average weighted score of 1.706 points, corresponding to a percentage weight of 34.05%, this performance is inferior to the average weighted scores of the other categories. This phenomenon can often be attributed to the tendency of organisations to initiate their processes by establishing their objectives and strategic frameworks, then move on to hiring the right employees or redistributing tasks. Perhaps training is an activity that requires budget, time, and effort and is expensive compared to some other practices, such as recruitment or planning.

5.3. Determine the correlation between the Effectiveness of human resource management practices and the set of independent variables.

- **Age:** The results indicated that the eldest participant was 63 years of age, whereas the youngest participant was 31 years old, leading to a calculated average age of 46.42 years; the participants were classified into three categories according to their age, as demonstrated in Table 4. According to Table 4, the age demographic of 42 to 52 years comprises the most significant proportion of respondents, at 52.63%, with an average score of 131.68 degrees. In contrast, the age group of 53 to 63 years has the most miniature representation, accounting for 21.05%, yet it possesses a higher average score of 179.05 degrees. The Pearson correlation coefficient was computed to assess the relationship between the effectiveness of human resource management practices and age, resulting in a value of 0.520. This finding indicates a significant correlation between the two variables at the 0.01 significance level. Consequently, the research hypothesis is supported because older extension workers may have more experience in extension work and better understand and apply HRM practices. In contrast, younger extension workers may be less familiar or experienced with such practices.

- **Gender:** According to the research outcomes, males comprised 58.95% of the overall participants across all categories, in contrast to females, who accounted for 41.05%. This distribution is depicted in Table 4, which shows that the male category had the highest representation at 58.9%, while the female category had the lowest at 41.1%. The reason may be the small number of female agricultural extension workers, as working in agricultural extension often requires moving to fields and farms in rural areas, which may be challenging for women in some communities due to social or security restrictions. The Spearman-Rank correlation coefficient was computed to assess the relationship between the effectiveness of human resource management practices and gender, yielding a value of -0.333. This outcome indicates a significant negative correlation between the two variables at the 0.01 level. Consequently, the research hypothesis is supported; the lack of policies or programmes that support gender equality in agricultural extension centres may exacerbate problems related to human resource management, such as the under-representation of women in leadership positions or the underutilisation of women's competencies.

- **Academic specialisation:** According to the research outcomes, 5.26% of the participants belonged to the agricultural extension speciality, whereas the remaining participants were categorised into various non-extension specialisations, as illustrated in Table 4. This suggests that a significant proportion of agricultural extension professionals possess qualifications in fields other than agricultural extension; the Pearson correlation coefficient was computed to assess the relationship between the effectiveness of human resource management practices and academic specialisation, resulting in a value of 0.167; these results demonstrate that there is no meaningful correlation between the two variables, prompting the rejection of the research hypothesis. Given that extension organisations typically operate in field settings, the success of their human resource management is significantly influenced by the ability to adapt to fieldwork conditions and to lead teams effectively. These skills may not be directly associated with the individual's academic expertise.

- **Academic achievement:** According to the research outcomes, the level of Education of the participants varied from high school to graduate level. The participants were classified into four categories based on their educational qualifications, as illustrated in Table 4. According to Table 4, the most significant % of respondents, accounting for 45.26%, belonged to the bachelor's degree category, with an average score of 143.67 degrees. Conversely, the smallest percentage of respondents, at 14.74%, was found in the high graduate category, which had an average score of 126.07 degrees; the Spearman-Rank correlation coefficient was computed to assess the relationship between the effectiveness of human resource management practices and level of Education, resulting in a value of 0.164. This result demonstrates that there is no meaningful correlation between the two variables, prompting the rejection of the research hypothesis; this outcome may be attributable to the fact that a higher educational level, precisely a graduate degree, imparts extensive theoretical knowledge. However, the practical utilisation of this knowledge in human resource management may lack effectiveness if it is not reinforced by significant hands-on experience.

- **Marital status:** According to the research outcomes, most participants identified as married, comprising 88.42% of the sample, resulting in an average score of 140.56 degrees. In contrast, the divorced respondents represented only 1.05% of the total, with a significantly higher average of 195.00 degrees. Participants were categorised into three groups based on their marital status: married, single, and divorced, as illustrated in Table 4. The Pearson correlation coefficient was computed to assess the relationship between the effectiveness of human resource management practices and marital status, resulting in a value of 0.008. This result demonstrates that there is no meaningful correlation between the two variables, prompting the rejection of the research hypothesis; this result can be traced back to the fact that human resource management requires professional skills such as planning, leadership, communication, and problem-solving, and these skills are not directly affected by marital status.

Duration of agricultural service: The results revealed that the longest duration of agricultural service documented was 39 years, whereas the shortest was 9 years. The mean duration was determined to be 20.17 years, with a standard deviation of 34.57. Participants were categorised into three separate groups according to the length and duration of their service, as shown in Table 4.

According to Table 4, the predominant age group among participants is 20 to 30 years, comprising 57.90% of the sample and yielding an average of 144.05 degrees; in contrast, the age group exceeding 30 years has the least representation, with only 4.21% of respondents and an average score of 188.25 degrees. The Pearson correlation coefficient was computed to assess the relationship between the effectiveness of human resource management practices and the duration of agricultural service,

resulting in a value of 0.300. This outcome indicates a substantial correlation between the two variables, which is significant at the 0.01 level. Consequently, the research hypothesis is supported: employees with extended tenure are more likely to have a deeper understanding of the organisation's culture, values, and policies, which improves their capacity to execute human resource management strategies that are in harmony with the organisation's goals.

- Duration of agricultural extension service: The results revealed that the most extended duration of agricultural extension services observed was 15 years, whereas the shortest was 1 year. The average duration was 5.37 years, with a standard deviation of 34.57. Participants were categorised into three separate groups according to the length and duration of their service, as demonstrated in Table 4. Most participants, representing 62.11%, were categorised in the 1-5 year range, achieving an average score of 132.12 degrees. In contrast, the least represented group, at 8.42%, was the 11-15-year category, with an average score of 191.25 degrees. The Pearson correlation coefficient was computed to assess the relationship between the effectiveness of human resource management practices and the duration of service in agricultural extension, resulting in a value of 0.410; this outcome indicates a substantial correlation between the two variables, significant at the 0.01 level. Consequently, the research hypothesis is supported because the length of agricultural extension service enhances the effectiveness of human resource management practices. It provides individuals with deep practical experience, a better understanding of organisational needs, and advanced leadership skills. These factors make it easier to implement efficient and sustainable human resource practices.

- Participation in Training courses: Table 4 indicates that a significant majority, precisely 64.21% of the respondents, did not engage in discussions about human resource management practices, yielding an average score of 137.75. Conversely, 35.79 % of the respondents did participate in these topics, achieving a higher average score of 143.47; the Pearson correlation coefficient was computed to assess the relationship between the effectiveness of human resource management practices and participation in training courses, resulting in a value of 0.397. This outcome indicates a significant correlation between the two variables at the 0.01 level. Consequently, the research hypothesis is supported; this can be ascribed to the fact that training agricultural extension workers enhances their professional skills in technical aspects of agriculture and develops their administrative capabilities such as leadership, planning, and team organisation. These skills contribute to improving human resource management practices by effectively directing teams, distributing tasks fairly, and achieving the organisation's goals.

Workplace: The results revealed that most participants, totalling 52.63%, were classified as District, with an average score of 148.40. Significantly, there were no participants located at their workplaces within the village. The participants were categorised into three groups according to their workplace locations: Village, Sub-district, District, and Governorate, as demonstrated in Table 4. The Pearson correlation coefficient was computed to assess the relationship between the effectiveness of human resource management practices and the workplace, resulting in a value of -0.287. This outcome indicates a significant negative correlation between the two variables at the 0.01 level. Consequently, the research hypothesis is supported; it may reflect the impact of the geographical environment on the quality and efficiency of administrative processes. The negative relationship indicates that the further the workplace is from the urban centre, the less effective the human resource management becomes. This leads to challenges in attracting competent employees and providing them with the necessary training.

Attitude towards human resource management practices: Eight items were prepared to measure the agricultural extension agent's attitude towards human resource management practices, including four positive and four negative items. The evaluation was based on a five-point Likert scale (strongly agree, agree, neutral, disagree, and strongly disagree). For measurement purposes, the positive items were given values (5, 4, 3, 2, 1), while the negative items were given values (1, 2, 3, 4, 5) respectively. Thus, the total score for the agricultural extension agent's attitude reached between (8-40) points. The results of the research showed that the lowest numerical value expressing the agricultural extension workers' attitude towards human resource management practices was (22) points, and the highest value was (39) points, with an average of (34.57) points. The respondents were divided into three categories according to the range and length of the category, as shown in Table (2)

According to the data, most participants, comprising 40.0%, are classified as Neutral (28–33), with a mean score of 146.55 degrees. Conversely, the smallest percentage of participants, at 28.4%, is classified within the Negative (22–27) category, yielding an average score of 132.19. These findings suggest that most respondents exhibit Neutral attitudes, leaning towards a Medium perspective regarding human resource management practices. The Pearson correlation coefficient was computed to assess the relationship between the effectiveness of human resource management practices and the attitudes towards these practices, resulting in a value of 0.086. This result demonstrates that there is no meaningful correlation between the two variables, prompting the rejection of the research hypothesis.

Participants were categorised into three separate groups according to the range and length of these scores, as detailed in Table 4

- Sources of agricultural information: This variable was measured with (15) items according to a four-point scale (constantly, sometimes, rarely, I am not exposed to it), and the weights were assigned to it (4, 3, 2, and 1) respectively and thus the total scale score reached between (15-60) points.

Table (4): The distribution of respondents based on dependent variables

The research results showed that the highest numerical value for the respondents' degree of contact with agricultural information sources was (55) degrees, and the lowest numerical value was (20) degrees, with an average of (38) degrees and a standard deviation of (34.57). As shown in Table 4, the respondents were divided into three categories according to their levels of contact with agricultural information sources.

Table (4) indicates that the highest percentage of respondents (50.53%) fall within the medium category (32-43), with an average of (135.12) points, and the lowest percentage of respondents fall within the low category (21.05%) fall within the category (20-31) with an average of (142.35) points. The Pearson correlation coefficient was computed to assess the

Variables	Frequency	%	Average of HRM practices	Std. Deviation	correlation coefficient	Sig.
Age						
31-41	25	26.32	124.60			
42-52	50	52.63	131.68	34.57	0.520	**
53-63	20	21.05	179.05			
Gender						
Male	56	58.95	149.02	-	- 0.333	**
Female	39	41.05	126.54			
Academic specialisation						
Agricultural extension	5	5.26	115.40			
Non-Agricultural extension	90	94.74	141.14	34.57	0.167	N.S
Academic achievement						
High School	15	15.79	158.27			
Diploma	23	24.21	128.83	-	0.164	N.S
Bachelor	43	45.26	143.67			
High Graduate	14	14.74	126.07			
Marital status						
Married	84	88.42	140.56			
Single	10	10.53	127.80	-	0.008	N.S
Divorced	1	1.05	195.00			
Duration of agricultural service						
9 - 19	36	37.89	128.25			
20 - 30	55	57.90	144.05	34.57	0.300	**
More than 30	4	4.21	185.25			
Duration of agricultural extension service						
1 - 5	59	62.11	132.12			
6- 10	28	29.47	141.25	34.57	0.410	**
11- 15	8	8.42	191.25			
Participate in training courses.						
participation	34	35.79	143.47	-	0.397	**
not participate	61	64.21	137.75			
Workplace						
Village	0	0	0			
Sub-district	8	8.42	149.00			
District	50	52.63	148.40	-	- 0.287	**
Governorate	37	38.95	126.16			
Attitude towards human resource management practices						
Negative (22– 27)	27	28.42	132.19			
Neutral (28 – 33)	38	40.00	146.55	34.57	0.061	.N.S
Positive (34 – 39)	30	.3158	138.7			
Sources of agricultural information						
Low (20 – 31)	20	.2105	142.35			
Medium (32– 43)	48	.5053	135.12	34.57	0.055	N.S
High (44 – 55)	27	28.42	146.26			
Total	95	100				

relationship between the effectiveness of human resource management practices and the sources of agricultural information, resulting in a value of 0.055. This result demonstrates that there is no meaningful correlation between the two variables, prompting the rejection of the research hypothesis.

CONCLUSIONS:

The outcomes of the research allow for the following conclusions To be articulated:

1. The effectiveness of human resource management practices is generally rated as low to medium, which allows us to conclude that the absence of clear policies regulating the processes of recruitment, promotion, training, and performance management leads to improvisation and a lack of justice among employees, which negatively affects management effectiveness.
2. Planning is regarded as the fundamental element of human resources management, serving as the foundation upon which all other practices are established. Its significance is rooted in guiding the organisation toward the most effective utilisation of its resources, thereby facilitating the achievement of its objectives efficiently and effectively.
3. The independent variables, including Age, Gender, Duration of agricultural service, Duration of agricultural extension service, Participation in Training courses, and Workplace, significantly contribute to the effectiveness of human resource management practices. This leads us to the conclusion that:
 - Mature employees typically possess extensive work experience, equipping them with superior skills to navigate the complexities of human resource management practices. As individuals progress, their prolonged tenure within organisations fosters a more profound comprehension of the organisational culture and operational dynamics. This accumulated knowledge significantly improves the efficacy of management practice implementation.Gender influences play a crucial role in determining the efficacy of human resource management practices because they reflect real differences between the needs and expectations of the sexes and influence the design and implementation of work policies and interactions within the organisation.
 - The longer an employee has served in an organisation, the more knowledge they will have about the work culture, organisational values, and management methods. This knowledge helps employees adapt to HR practices and contribute effectively to their improvement.
 - Involvement in training courses substantially influences the effectiveness of practices related to human resource management because it enhances skills, competence, and commitment, enabling employees to implement and improve practices more effectively.
 - The workplace directly influences the environmental, social, economic, and operational conditions that determine the success or failure of management practices. Differences in infrastructure, local policies, training needs, and economic opportunities result in variations in the effectiveness of implementing HRM practices across different geographic locations.
4. The absence of a significant relationship between the effectiveness of human resource management practices and factors such as academic specialisation, educational attainment, marital status, attitudes toward human resource management practices, and sources of agricultural information indicates that these variables do not play a role in determining the effectiveness of HRM practices.

RECOMMENDATIONS AND SUGGESTIONS

1. It is essential to enhance understanding and education regarding the significance of human resource management and its influence on productivity
2. Providing the financial and technological resources necessary to implement human resource management practices.
3. Design incentive systems that consider the limited budget, such as providing symbolic or moral incentives (certificates of appreciation, honours).
4. Create policies supporting employee involvement in HR decisions and organisational processes.
5. Conducting further research similar to this study is crucial for identifying the diverse factors and challenges that may impact improving human resource management practices.
6. It is imperative that the Directorate of Agricultural Extension and the Directorate of Agriculture in the governorate take action based on the research findings.

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فاعلية ممارسات إدارة الموارد البشرية في تحقيق أهداف مراكز الإرشاد الزراعي في محافظة السليمانية في إقليم كردستان/العراق.

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الخلاصة

يهدف البحث إلى دراسة مستوى فاعلية ممارسات إدارة الموارد البشرية في مراكز الإرشاد الزراعي من وجهة نظر العاملين في الإرشاد الزراعي في تحقيق أهداف مراكز الإرشاد الزراعي في محافظة السليمانية، بالإضافة إلى تصنيف مجالات هذه الممارسات حسب أهميتها، ودراسة العلاقة بينها وبين مجموعة من المتغيرات المستقلة، وقد شمل مجتمع البحث جميع المرشدين الزراعيين في مراكز الإرشاد الزراعي في محافظة السليمانية والبالغ عددهم (95) مرشداً زراعياً موزعين على أقضية ونواحي المحافظة، وقد أظهرت نتائج البحث أن مستوى فاعلية ممارسات إدارة الموارد البشرية في مراكز الإرشاد الزراعي من وجهة نظر المرشدين الزراعيين منخفض يميل إلى متوسط. وأظهرت نتائج البحث أن مجال ممارسة التخطيط جاء في المرتبة الأولى مقارنة بالممارسات الأخرى، كما أظهرت وجود علاقة ارتباطية نحو فاعلية ممارسات إدارة الموارد البشرية وفقاً لمتغيرات البحث (العمر، الجنس، مدة الخدمة الزراعية، مدة الخدمة في مجال الإرشاد الزراعي، المشاركة في الدورات التدريبية، مكان العمل) بينما لا توجد علاقة وفقاً لمتغيرات البحث (التخصص الأكاديمي، المستوى التعليمي، الحالة الاجتماعية، الاتجاه نحو ممارسات إدارة الموارد البشرية، مصادر المعلومات الزراعية)، لذا يوصي الباحثان بضرورة تعزيز الوعي والتدريب بأهمية إدارة الموارد البشرية ودورها في تحسين الإنتاجية، بالإضافة إلى توفير الموارد المالية والتكنولوجية اللازمة لتفعيل ممارساتها بشكل فعال في المحافظة.

الكلمات المفتاحية: الفعالية، الموارد البشرية، الإدارة، المرشدون الزراعيون، ممارسات إدارة الموارد البشرية.