



A PROPOSED VISION FOR THE ADMINISTRATIVE CREATIVITY OF AGRICULTURAL EXTENSION MANAGERS IN IRAQ

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ABSTRACT

The research aimed to develop a proposed vision for administrative creativity for agricultural extension managers in Iraq, and to arrange the areas of the proposed vision for administrative creativity. To achieve the research objectives, a questionnaire was prepared through the literature and previous studies related to the subject and the opinions of specialized experts and their approval, consisting of (78) paragraphs distributed over (4) areas: (fluency, flexibility, sensitivity to problems, originality). The research community included all agricultural extension managers in Iraq, as a random sample of 50% was drawn from the research community, which numbered (223) respondents. The data were analyzed using the SPSS statistical analysis program. The research results showed that originality came in first place with a weighted average of (4.56) degrees, and a percentage weight of (91.28%) degrees, followed by flexibility with a weighted average of (4.40) degrees, and a percentage weight of (88%), followed by sensitivity to problems with a weighted average of (4.34) degrees, and a percentage weight of (86.88%), while fluency came in last place with a weighted average of (4.02) degrees. (80.4%). We conclude from this that all respondents agreed and agreed on the fields and paragraphs of the questionnaire. Accordingly, we recommend that the responsible authorities in the Ministry of Agriculture and the Agricultural extension and Training Department adopt the results of the research and work to implement this vision in the field of administrative extension work and provide and offer the necessary support to agricultural extension managers.

Keywords: Vision, administrative creativity, originality, flexibility, fluency.

*This article is taken from the doctoral dissertation of the first researcher.



رؤية مقترحة للأبداع الاداري لمدراء الارشاد الزراعي في العراق

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الخلاصة

استهدف البحث وضع رؤية مقترحة للأبداع الاداري لمدراء الارشاد الزراعي في العراق وترتيب مجالات الرؤية المقترحة للأبداع الاداري. ولتحقيق أهداف البحث تم اعداد استمارة استبيان من خلال الادبيات والدراسات السابقة ذات العلاقة بالموضوع وأراء الخبراء الاختصاصيين وموافقتهم عليها والمتكونة من (78) فقرة موزعة على (4) مجالات هي (الطلاقة، المرونة، الحساسية نحو المشكلات، الاصاله)، وشمل مجتمع البحث جميع مدراء الارشاد الزراعي في العراق، اذ سحبت عينة عشوائية بنسبة 50% من مجتمع البحث والبالغ عددهم (223) مبحوثاً، وتم تحليل البيانات باستخدام برنامج التحليل الاحصائي SPSS ،واظهرت نتائج البحث ان الاصاله جاءت بالترتيب الاول بمتوسط موزون (4.56) درجة، ووزن منوي (91.28%) درجة، تليها المرونة بمتوسط موزون (4.40) درجة ، ووزن منوي (88%) ، تليها الحساسية نحو المشكلات بمتوسط موزون (4.34) درجة، ووزن منوي (86.88 %) في حين جاءت الطلاقة بالترتيب الاخير بمتوسط موزون (4.02) درجة، ووزن منوي (80.4%) . ونستنتج من ذلك اتفاق وموافقة جميع المبحوثين على مجالات وفقرات الاستبانة وعليه نوصي بضرورة قيام الجهات المسؤولة في وزارة الزراعة، ودائرة الارشاد والتدريب الزراعي بتبني نتائج البحث والعمل على تطبيق هذه الرؤية في ميدان العمل الاداري الارشادي، وتوفير وتقديم الدعم اللازم لمدراء الارشاد الزراعي.

الكلمات المفتاحية : الرؤية ، الأبداع الاداري ، الاصاله ، المرونة ، الطلاقة

INTRODUCTION

Agricultural development occupies an important position in most countries' economies due to its important role in improving and developing the agricultural sector, which contributes significantly to the development and improvement of the economies of those countries. (Armsh & Ali, 2023) Agricultural extension is the backbone of agricultural development because it is a source of renewal and is the tool through which the agricultural sector can be advanced by transferring new and appropriate knowledge and technologies and disseminating them among farmers (Al-Jubouri & Ridan, 2022). In addition, agricultural extension has an important role in achieving sustainable agricultural development. (Abdel-Hussein & Fayyadh, 2024) The existence of a strong and effective agricultural extension system is a key to the change required to meet current challenges, as it is the system that facilitates access to information, technologies and knowledge sources for farmers, their organizations and other stakeholders (Al-Taïy et al., 2020) and develops administrative, organizational and technical methods and skills for workers in the best possible ways to achieve agricultural and rural development and achieve food security. (Al-Hafidh & Al-Taïy, 2022)

In order for agricultural extension to play its role effectively, there must be different categories of workers to carry out various tasks related to it, especially administrators. (Ridha et al., 2020) The suitability of extension work is linked to the efficiency of those who carry it out, in addition to their enjoyment of a number of characteristics that play a fundamental role



in achieving the required changes **(Al-Salhi, 2016)** , as the manager is an important element in the administrative process and the first person responsible for the workflow, organizing and coordinating available resources, and organizing relations between employees. **(Ridha et al., 2020)**

In addition to mobilizing the organization's resources and achieving the desired goals, it is an effective and efficient model for resolving and managing crises. **(Al-Saady & Al-Canany, 2018)** There are many studies that have indicated the importance of the manager, including the study of Al-Jabouri and Redha, who indicated that the extension manager is one of the basic pillars of the organization and an important factor that affects its success or failure. **(Al-Jubouri & Ridan, 2022)** In addition to the study of Ridhe& et al., they indicated that the director is primarily responsible for the workflow in the organization, due to the characteristics, competencies and features he possesses to achieve its goals. **(Ridhe et al., 2020)**

Despite the importance of the extension director and his role in raising the efficiency of agricultural extension, the reality indicates that there is a weakness in their performance, in addition to the fact that most of the procedures carried out by agricultural extension directors are traditional routine procedures. In this regard, the study (Hussein) and the study (AL-Jubouri and Ridan) indicated that there is a weakness in the level of performance of agricultural extension directors, as they need to develop their skills and experiences in many areas of extension work in order to improve their level of performance. **(Hussein, 2021) (Al-Jubouri & Ridan, 2022)**

In order for managers to perform their role effectively, they must have creative traits in order to overcome the difficulties and problems they face in their work, as creativity has become a necessity that is viewed as an essential skill within successful institutions. **(Jawhar & Daif, 2021)**

Administrative creativity is one of the contemporary administrative methods that have proven successful in various organizations, through which the pinnacle of development and prosperity is reached. **(Elias, 2017)** and eliminating negative aspects, improving outputs and achieving creative performance **(Badi & Al-Zubaidi, 2024)**, by thinking outside the plans and frameworks and approaching new fields and achieving results capable of providing solutions to the problems they face. **(Antonis, 2021)** Therefore, the work of organizations must be linked to creativity and development to reach the peak of their development, maintain their sustainability and compete with each other. By development, we do not mean the modernity of the mechanisms or technologies used in managing institutions, such as computers, communication systems or the Internet, but rather the development of thought, openness, integration of methods, and development of goals and ambitions. **(Ahmed, 2022)**, as well as being one of the main forces of economic and social development, it is a tool for the growth and survival of organizations in light of changing environmental conditions. **(Rafeeq & Al-Ahmady, 2023)**



therefore, the manager must have the basic concepts of creativity and the theories and research related to it, and have administrative experience in how to teach his employees basic creative skills. (Szmidt & Owczarek, 2020) and the ability to produce new or original ideas. (Al-Rubaie, 2022) in addition to possessing cognitive, personal, social and environmental capabilities. (Mehta & Dahl, 2018) In order to improve their performance and the performance of the organization efficiently. (Hussain & Naji, 2021) And to bring about the real change required (Alwan & Khadr, 2024)

There are many previous studies that have shown the importance of creativity for managers. Salama pointed out in his study the importance of creativity for managers because it makes managers trustworthy to higher authorities and enables the creative manager to suggest new methods to employ for work. (Salama, 2018), Al-Zawaida and Al-Khasawneh indicated in their study that administrative creativity plays a major role in highlighting the talents and abilities of managers in making decisions in creative ways and moving away from traditional thinking and producing new ideas. (Al-Zawaida & Al-Khasawneh, 2022)

Given the importance of administrative creativity for agricultural extension managers and its role in developing and improving their performance and the performance of agricultural extension, this research seeks to develop a proposed vision for administrative creativity for agricultural extension managers, so this research came to raise the following question:

- What is the proposed vision for administrative creativity for agricultural extension managers in Iraq?

Research objective:

- Preparing a proposed vision for administrative creativity for agricultural extension managers in Iraq.

Research hypothesis: The existence of approval from agricultural extension managers on the areas and paragraphs of the proposed vision for administrative creativity for agricultural extension managers.

Research Method:

Research Methodology: In order to achieve the research objectives, the descriptive approach was used, which is one of the methods of scientific interpretation and analysis, through which the phenomenon or problem to be measured is described by collecting data about the phenomenon, classifying it and analyzing it to reach acceptable results (Darwish, 2018)

Research Community and Sample: The research included all Iraqi governorates except the Kurdistan Region, and a random sample of (50%) was selected from it, with (8) governorates, and the research was conducted on all agricultural extension directors in the governorates covered by the research, numbering (223) respondents.

Data Collection Tool: The questionnaire and personal interview method were adopted as a tool to collect data from the respondents. The questionnaire preparation went through a series of stages, which are:



- 1- Preparing the questionnaire in its initial form: In light of the literature and previous studies in administrative creativity and specialists in this field, the questionnaire was prepared, which consisted of (82) paragraphs distributed over (4) areas: fluency, flexibility, sensitivity to problems, and originality.
- 2- Developing the questionnaire: The questionnaire was presented to a group of experts in the field of agricultural extension, numbering (17) experts, and a group of experts in the field of management, numbering (15) experts, to indicate their degree of agreement with the areas and paragraphs of the questionnaire in light of an agreement scale consisting of three levels: agree, agree with modification, disagree.
- 3- Determining the standard of experts' agreement (cut-off threshold) on the components of the questionnaire: The cut-off threshold is the degree that the area or paragraph should achieve in the average degrees of experts' agreement on it to remain in the questionnaire, which is (75%). (**Hammoud, 2023**), so the cut-off threshold was set at (75%) or more of the experts' approval degree to keep the proposed questionnaire's fields and paragraphs in their final form.
- 4- Calculating the averages of the experts' approval degrees on the questionnaire components (fields and paragraphs): Estimated weights (numerical values) were given to the approval scale levels as follows: (agree = 2), (agree with modification = 1), (disagree = zero), and thus the scale's degree ranged between (0-2) degrees, and the averages were calculated by calculating the sum of the obtained degrees on the number of experts.
- 5- Preparing the questionnaire in its final form: In light of comparing the averages of the experts' approval scores on the components of the questionnaire (domains and paragraphs) with the cut-off threshold for preparing the questionnaire in its final form, all the domains and paragraphs achieved the cut-off threshold or more, and the threshold for the proposed vision areas for administrative creativity reached (96.7%), as (4) paragraphs were deleted from the areas of obstacles, thus the number of paragraphs of the scale became (78) paragraphs distributed over (4) areas.
- 6- Examining the stability of the questionnaire: A preliminary test of the questionnaire was conducted in June 2024 on a sample of (20) respondents in Diyala Governorate, and the Cronbach's alpha coefficient was used to measure stability, which reached a value of (0.91).
- 7- Data collection: The research data was collected using a questionnaire and personal interview method from a sample of (223) respondents during the period 4/7/2024 - 1/9/2024. The answers of (222) respondents were obtained in order to exclude one questionnaire due to the Director General of the Agricultural Guidance and Training Department's refusal to answer it.
- 8- Data classification and analysis: The Weights (1, 2, 3, 4, 5) were given to the proposed vision scale for administrative creativity for agricultural extension managers in Iraq (very agree, agree, neutral, disagree, very disagree) respectively, and to arrange the fields and paragraphs in descending order according to their importance from the respondents' point of view, the weighted mean and percentage weight were used.

Statistical methods: The data were analyzed using the SPSS statistical analysis program.



RESULTS AND DISCUSSION

- Identifying the opinions of the respondents regarding the proposed vision for administrative creativity for agricultural extension managers in Iraq.

1- Fluency:

The results of the research showed that the paragraphs related to the field of (fluency) and their number (19) paragraphs obtained weighted averages of (3.08 - 4.50) degrees, and percentage weights of (61.6% - 90%) degrees, as shown in Table (1)

Table (1): Weighted averages and percentage weights of the respondents' approval degrees on the paragraphs related to the field of fluency.

Paragraph number in the questionnaire	Paragraph	Weighted Mean	Weight percentage	Arrangement
4	To have the ability to put forward useful ideas when planning agricultural extension programs and activities.	4.50	90	1
5	The extension manager should be able to formulate the ideas he puts forward in a correct and understandable manner.	4.49	89.8	2
1	The extension manager should have broad horizons and deep thinking about the issues or problems he faces in his administrative work.	4.47	89.4	3
6	To have the ability to express his ideas easily.	4.46	89.2	4
19	To have the ability to use different methods to convince workers of his new ideas.	4.45	89	5
14	To have the necessary skill to answer the largest number of inquiries posed to him by workers.	4.44	88.8	6
18	The extension manager must have the ability to present his ideas in attractive and unfamiliar ways that workers in extension work understand.	4.41	88.2	7
15	To have the ability to link the ideas he presents regarding a specific extension problem.	4.38	87.6	8
7	To have the ability to present many ideas for developing extension work.	4.35	87	9
3	To have the ability to present the largest number of new ideas to develop extension work.	4.30	86	10
8	To have the ability to confront the difficulties that hinder achieving the goals of extension.	4.29	85.8	11



12	To have the ability to invest his experiences in dealing with new situations.	4.18	83.6	12.5
17	To have the ability to provide explanations and justifications for the decisions he makes related to his administrative and advisory work.	3.88	77.6	12.5
9	To have the ability to solve the problems he faces in the extension work and confront them easily and quickly.	3.57	71.4	14
13	To have the ability to compare the solutions provided to meet the challenges of extension work.	3.36	67.2	15.5
16	He must have the ability to remember and recall information stored in his memory to benefit from it in his administrative work.	3.36	67.2	15.5
10	He must have the ability to present ideas in multiple words and different sentences.	3.25	65	17
11	He should have the ability to accept new ideas that challenge his abilities.	3.14	62.8	18
2	The extension manager must stay away from the routine aspects of the work.	3.08	61.6	19

It is clear from Table (1) that the paragraph (to have the ability to put forward useful ideas when planning agricultural extension programs and activities) came in first place with a weighted average of (4.50) points, and a percentage weight of (90) points. This result may be explained by the high interest that agricultural extension managers have towards high-quality ideas in planning and implementation, as they are a pillar for any future success sought by extension work. As for the paragraph (The extension manager must stay away from the routine aspects of the work.), it came in last place with a weighted average of (3.08) points and a percentage weight of (61.6) points. This result may be explained by the fact that agricultural extension managers are obligated to achieve a set of goals, programs and activities that are often determined by higher authorities, most of which are routine.

2 - Flexibility:

The research results showed that the paragraphs related to the field of (flexibility), which numbered (24) paragraphs, obtained weighted averages of (4.02 - 4.50) degrees, and percentage weights of (80.4% - 90%) degrees, as shown in Table (2)

**Table (2):** Weighted averages and percentage weights of the respondents' degrees of agreement on the paragraphs related to the field of flexibility.

Paragraph number in the questionnaire	Paragraph	Weighted Mean	Weight percentage	Arrangement
4	To avoid emotions and nervousness during dialogue with agricultural extension workers.	4.50	90	1
24	To be of good conduct and conduct in sudden situations in his administrative work.	4.49	89.8	2
18	To have enough courage to change his decisions when he is convinced that they are incorrect.	4.47	89.4	3
17	The extension manager should discuss the ideas presented by extension workers on an ongoing basis.	4.46	89.2	4.5
11	To have the ability to respond to any unexpected problem that may occur in extension work.	4.46	89.2	4.5
10	To have the ability to simplify procedures in his administrative work.	4.45	89	6
5	To listen to the advice of workers and accept it objectively.	4.44	88.8	7
3	To have the ability to see the problems he faces in his administrative work from different angles.	4.43	88.6	9
8	To have sufficient information and knowledge that enables him to delve into the depth of the problem he faces in his administrative work and reach appropriate solutions	4.43	88.6	9
13	He must have sufficient information to delve deeply into the problem he faces in his administrative work and reach solutions to it	4.43	88.6	9
1	The extension manager must have the ability to modify and improve work methods continuously.	4.42	88.4	11.5
19	To encourage and motivate agricultural extension workers to provide solutions to the problems facing extension work	4.42	88.4	11.5
6	To have the ability to come up with diverse ideas to solve a specific problem he faces in	4.41	88.2	14.5



	his administrative extension work			
20	To have the ability to withstand the challenges and hardships he faces in his administrative work	4.41	88.2	14.5
21	Benefiting from the experiences of workers in developing extension work.	4.41	88.2	14.5
23	He has the ability to employ the available capabilities in extension work.	4.41	88.2	14.5
2	The extension manager must have the ability to change his point of view about the problems he faces in his administrative work.	4.40	88	17
7	To have the ability to adapt to new laws and instructions related to extension work.	4.39	87.8	18
9	To enjoy freedom of action in practicing his counseling work.	4.38	87.6	19
12	To benefit from the opinions of workers that differ from his opinion in making decisions related to extension work.	4.37	87.4	20.5
15	To possess the skills that enable him to perform more than one administrative task at the same time.	4.37	87.4	20.5
14	To have the ability to practice his administrative tasks in multiple and varied ways.	4.36	87.2	22
16	To have the ability to coexist with all workers in extension work of different categories and specializations.	4.35	87	23
22	He must ignore the implementation of certain decisions in certain situations.	4.02	80.4	24

It is clear from Table (2) that the paragraph (To avoid emotions and nervousness during dialogue with agricultural extension workers) came in first place with a weighted average of (4.50) points, and a percentage weight of (90) points, and perhaps this result is explained by the extent of the importance of agricultural extension managers enjoying calm and that the dialogue they conduct with the individuals working with them is dominated by calmness and respect and avoiding excitement and nervousness, which leads to boredom and frustration of the workers and their refusal to accept any idea put forward by them. As for the paragraph (He must ignore the implementation of certain decisions in certain situations.), it came in last place



with a weighted average of (4.02) points and a percentage weight of (80.4) points, and perhaps this result is explained by the fact that the extension manager is obligated to implement all decisions taken by the higher administrative bodies in their entirety, and does not have the freedom to choose to implement a specific decision and ignore the other because that will expose him to legal accountability.

3 - Sensitivity about problems:

The research results showed that the paragraphs related to the field of (sensitivity towards problems), which numbered (18) paragraphs, obtained weighted averages of (4.11 - 4.50) degrees, and percentage weights of (82.2% - 90%) degrees, as shown in Table (3)

Table (3): Weighted averages and percentage weights of the degrees of agreement of the respondents on the paragraphs related to the field of sensitivity about problems.

Paragraph number in the questionnaire	Paragraph	Weighted Mean	Weight percentage	Arrangement
17	To be aware of everything new in counseling work to increase his ability to confront problems	4.5	90	1
2	The extension manager analyzes the problems he faces in the guidance work based on correct scientific foundations.	4.48	89.6	2
1	The extension manager must have the ability to identify the weak points in the extension work.	4.47	89.4	3
6	To have the ability to face administrative problems with great confidence.	4.46	89.2	4
10	To have the ability to know and identify the reasons that led to the emergence of a problem in the extension work.	4.44	88.8	5
3	To have the ability to perceive some of the problems of the extension work that his workers cannot perceive.	4.43	88.6	6.5
18	He must verify the suitability of the solutions he proposes to the problems he faces at work.	4.43	88.6	6.5
5	The extension manager must have the ability to quickly notice the problem and verify its existence.	4.42	88.4	8
12	To have the ability to control his feelings and emotions when facing a problem.	4.31	86.2	9.5
14	To have the ability to collect sufficient and necessary data and information to solve the problems he faces in the extension work.	4.31	86.2	9.5



8	The extension manager should be able to arrange problems according to their importance in the priority of solutions.	4.30	86	11
13	To devote sufficient time to studying and analyzing the problems he faces at work.	4.29	85.8	12
4	To be able to exclude solutions that are not useful and do not help in solving the problems facing the extension work.	4.28	85.6	13
7	To have the ability to prepare a proactive plan to confront the problems that may occur in the extension work.	4.27	85.4	14.5
16	The manager must discuss the proposed solutions with employees before implementing them.	4.27	85.4	14.5
15	To have the ability to predict the problems facing the extension work before they occur.	4.22	84.4	16
11	To have the ability to develop several new alternatives to solve the problems he faces in his administrative work.	4.21	84.2	17
9	To have the ability to deal with the problems that workers suffer from in the extension work.	4.11	82.2	18

It is clear from Table (3) that the paragraph (To be aware of everything new in counseling work to increase his ability to confront problems) came in first place with a weighted average of (4.50) points, and a percentage weight of (90) points. The reason for this is that the agricultural extension managers' knowledge of everything new will contribute to the development of the agricultural extension work, in addition to using the latest solutions to confront the problems that may occur during their administrative work and work to reduce the time allocated to doing the work and provide better services to farmers. As for the paragraph (To have the ability to deal with the problems that workers suffer from in the extension work.) it came in last place with a weighted average of (4.11) points and a percentage weight of (82.2) points. The reason for this is that the agricultural extension managers are busy with the work and responsibilities assigned to them, and therefore dealing with the problems suffered by workers is not among their responsibilities.



4- Originality:

The research results showed that the paragraphs related to the field of (Originality), which numbered (17) paragraphs, obtained weighted averages of (4.47 - 4.64) degrees, and percentage weights falling between (89.4% - 92.8%) degrees, as shown in Table (4)

Table (4): Weighted averages and percentage weights of the degrees of agreement of the respondents on the paragraphs related to the field of Originality.

Paragraph number in the questionnaire	Paragraph	Weighted Mean	Weight percentage	Arrangement
14	To have the skill to make decisions to carry out unusual work and activities	4.64	92.8	1
11	To have the ability to solve the problems he faces in his work by following the correct and unfamiliar practices	4.63	92.6	2
6	To be serious and distinguished in presenting new ideas that serve agricultural extension work	4.61	92.2	4
17	Benefiting from previous experiences to develop administrative work	4.61	92.2	4
13	The manager must present ideas that are compatible with the work assigned to him.	4.61	92.2	4
12	To be far from routine in the procedures he follows in his administrative extension work.	4.60	92	6
10	To not rush to accept or reject new ideas presented by extension workers.	4.59	91.8	7
7	To have the ability to attract the attention of workers through the exciting ideas he presents.	4.58	91.6	8
1	The extension manager should be able to present rare and useful ideas that serve the agricultural extension process.	4.57	91.4	9
15	To have the ability to develop special and unique procedures to accomplish the administrative tasks assigned to him.	4.56	91.2	10
2	Continuous renewal of agricultural extension ideas, and moving away from everything that is familiar.	4.55	91	11
5	To have the ability to expand his interests and work seriously to develop his administrative	4.54	90.8	12.5



	extension work.			
9	To have the ability to study new ideas in depth away from superficial matters.	4.54	90.8	12.5
16	He must have the ability to link activities and extension tasks.	4.51	90.2	14
8	To have the ability to deal with ambiguous situations .	4.50	90	15
4	To have the ability to think and act in a way that differs from those working with him in extension work.	4.48	89.6	16
3	To have the willingness to apply new administrative skills that no one has reached before him.	4.47	89.4	17

It is clear from Table (4) that the paragraph (To have the skill to make decisions to carry out unusual work and activities) came in first place with a weighted average of (4.64) points, and a percentage weight of (92.8) points. This result may be explained by the fact that agricultural extension managers' possession of decision-making skills plays a role in increasing their ability to solve difficult problems and interact with them easily, in addition to increasing their self-confidence and enabling them to achieve agricultural extension goals more efficiently and effectively. As for the paragraph (To have the willingness to apply new administrative skills that no one has reached before him.) it came in last place with a weighted average of (4.47) points and a percentage weight of (89.4) points. This result may be explained by the fact that agricultural extension managers did not receive financial and technical support and encouragement from senior management to apply new administrative skills and methods.

To arrange the proposed areas of vision for administrative creativity for agricultural extension managers, which number (4) areas, the research results showed that these areas obtained weighted averages of (4.02-4.56) degrees, and percentage weights of (80.4%-91.28%) degrees, as shown in Table (5)



Table (5): Weighted averages and percentage weights of the degrees of approval of the respondents on the proposed areas of vision for administrative creativity.

Field number in the questionnaire	Field	Weighted average	Weight percentage	Arrangement
4	Originality	4.56	91.28	1
2	Flexibility	4.40	88	2
3	Sensitivity to problems	4.34	86.88	3
1	Fluency	4.02	80.4	4

Table (5) shows that the field of originality came in first place with a weighted average of (4.56) degrees, and a percentage weight of (91.28) degrees. The reason for this is that agricultural extension managers always seek to go beyond the familiar and break the restrictions that hinder them from carrying out their tasks in creative ways. Being confined to the achievements of the past is a nullification of the present and a presence in the future. Through originality, agricultural extension managers can define their identities, personalities and nature, because without it, they will all be copies of each other. As for the field of fluency, it came in last place with a weighted average of (4.02) degrees and a percentage weight of (80.4) degrees. The reason for this is attributed to the lack of conviction of the respondents in the importance of speed in generating ideas or finding solutions to problems or putting several interpretations or meanings for the things that happen. Rather, it is necessary to think calmly and carefully to face the course of administrative extension work correctly.

CONCLUSIONS AND RECOMMENDATIONS

We conclude from this that all respondents agreed and agreed on the fields and paragraphs of the questionnaire. Accordingly, we recommend that the responsible authorities in the Ministry of Agriculture and the Agricultural extension and Training Department adopt the results of the research and work to implement this vision in the field of administrative extension work, and provide and offer the necessary support to agricultural extension managers.

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