

Moderating Effect of Achievement Values on the Relationships of Organizational Supports and Achievement Motivation in Leadership Role

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Abstract: The study aims to assess moderating effects of objective and subjective achievement values on the relationships of organizational work and non-work supports with three dimensions of achievement motivation in leadership roles including aspiration, mastery and salience. The study adopts a quantitative approach survey method. The data was collected from 303 extension agents of the Ministry of Jihad-e-Agriculture in Iran using questionnaires. The data were analyzed using SEM. The objective and subjective achievement values significantly moderate the purposed relationships of organizational work and non-work supports with three dimensions of achievement motivation in leadership roles. Further, the results showed that organizational work support significantly topics related to aspiration and mastery dimensions of achievement motivation while organizational non-work supports significantly related to aspiration and salience dimensions of achievement motivation. The study is useful for extension organizations in general and HRD professionals in particular to convey the favorable treatment including work and non-work supports to motivate the agents to achieve leadership roles.

Key words: Achievement motivation, leadership roles, aspiration, mastery, salience, organizational work support, organizational non-work support

INTRODUCTION

The growth in dual professional couples and work hours increases the conflict between work and family roles globally. Despite the importance of work-family issues, work-family research has mainly been focused in work-family conflict and its outcomes such as distinct dimensions of organizational commitment among employees in European countries (Casper *et al.*, 2011). However, little research has been conducted to test the consequences of work-family issues in an individual's predominant objective or subjective achievement values and preference of organizational supports to achieve a job role, specifically among extension agents. This research categorized the organizational supports in terms of work and non-work supports that the later aims to decrease the work-family issue. Using organizational work and non-work supports as two independent variables, it would provide an opportunity to simultaneously see how these two are correlated with achievement motivation dimensions. Further, by looking at the different people's

orientation of the motivation to seek work-family balance, this would be a basis for developing further the conceptualization of objective and subjective achievement values. This study considers achievement values as the underlying attitudes and goals that moderate the relationships between organizational supports and achievement motivation in leadership roles of extension agents.

This research contributes to the body of knowledge by combining Career Motivation Theory (London and Noe, 1997) and perceived Organizational Support Theory (Eisenberger *et al.*, 1985), aims to test the moderating effect of achievement values on the relationships of organizational work and non-work supports and three dimensions of achievement motivation (Aspiration, mastery and salience). The London and Noe (1997)'s Career Motivation Theory supported the sequential influence of achievement motivation dimensions on each other from aspiration to mastery and salience. The Organizational Support Theory (Eisenberger *et al.*, 1985), in a same direction with Career Motivation Theory

(London and Noe, 1997), supports association of organizational supports and achievement motivation dimensions. Thus, conceptualizing organizational supports in terms of work and non-work and testing the moderating effect of achievement values on the relationships of organizational supports and achievement motivation dimensions are the novelties of the current research.

This study will present the background of the study, the definitions and conceptualization of the study variables, the research framework and materials and methods.

Background of the study: Iran's agricultural sector plays an important role in the economy where it accounts for about 14% of GDP and 21% of the economically active population in the current decade. Given a national population of about 70 million people, growing at about 1.5% year⁻¹, Iran agricultural sector aims to a system of self-sufficiency in agricultural production, this means the country requires further production increase. To achieve that, the agricultural sector as the fastest growing sector over much of the 1990s has constructed extensive irrigation schemes, introduced different innovative farming actions and expanded the production of export-based agricultural commodities including pistachios, dates and flowers (Stads *et al.*, 2008). Iran's agricultural extension services also need to develop meaningful relations between research, extension and farmers (both in quality and quantity) to respond to the fast growing information needs of farmers. The roles of extension agents have consistently been challenging in the current decade that include in the transfer of technology and HRD (Karbasioun and Mulder, 2004). The extension agents who are the respondents of this current research are responsible for leading clients in the community to bring about their development and that of the society following an appropriate approach democratically (Chauhan, 2007). It is in agreement with the recent literature on the principle of extension on clients' leadership development (Nisha, 2006) and definition of leadership (Northouse, 2007) which is all about clients' empowerment. Hence, the role of extension agents in HRD function aims at clients' empowerment using leadership role is very critical, this study attempts to investigate the influence of organization supports on the achievement motivation dimensions in the leadership role.

Organizational supports and achievement motivation: Perceived organizational support is defined as perception of employees regarding the organizational concern for their well-being and the extent to which organization

values their contribution (Chow *et al.*, 2006; Eisenberger *et al.*, 1985; Ferris *et al.*, 2009). Considering the importance of organizational affirmative action for family-work balance, organizational supports conceptualized through two types of work and non-work supports. Organization work support refers to the environment that supports the work goal structure and attainment along with professionalism, development opportunities and meritocracy. Organization non-work support which its effects on employee's motivation to achieve job roles is not well developed, refers to family friendly environments that desire to achieve a balance between work and family goals. Promoting a family friendly environment needs an organizational culture in which by taking time out from career for family reason does not reflect a lack of career commitment (Powell and Graves, 2003). Family friendly environment supports include child care, parental leave and flexible working. Thus, family-supportive environments refer to a situation in which flextime, part-time work and onsite daycare are available (Ogden *et al.*, 2006).

Organizational Support Theory reveals that perceived organizational supports influenced the employee's emotional connection and the extent to which perceived organizational supports increase work effort of workers for meeting organizational goals and as a result their commitment to the organization will be increased (Eisenberger *et al.*, 1985). High levels of perceived organizational supports generate a sense of responsibility to pay back the helpfulness of the organization which will be shown through extra effort and role behavior (Eisenberger *et al.*, 1985; Hochwarter *et al.*, 2003). People are more motivated to achieve a job role when they find relevant supportive policies in the organizations for their achievement efforts. As, Xu (2007) indicated that there would be a higher probability of participation in developmental activities, when employees find relevant supportive policies in the organizations for their development efforts. Similarly, organizations have to support opportunities for different job roles, performances and acquisition of confidence for better usage of abilities and finally provide developmental opportunities to the employees (Chow *et al.*, 2006). Extension organizations, also similar to any other organizations, need to provide relevant supports to motivate the extension agents to achieve leadership roles.

According to London and Noe (1997), achievement motivation consist of three dimensions; namely, aspiration, mastery and salience in which aspiration influence the mastery and mastery in turn influence the salience. Thus, achievement motivation conceptualized using Career Motivation Theory that further discussed on

the influence of perceived organizational supports on achievement motivation dimensions. Organizational support characteristics that influence career aspiration or resilience include positive reinforcement and constructive performance feedback, encouragement of autonomy, opportunities for individual control and discretion. Organizational support characteristics which influence mastery or career insight consists of goal setting structure, path goal structure, organizational flexibility, opportunity for change and visibility of organizational processes. Situational characteristics that influence salience or career identity includes encouragement for professionalism and organizational commitment, advancement opportunities, potential for recognition, leadership opportunities and potential for monetary gain (London and Noe, 1997).

Hochwarter *et al.* (2003) using a general scale of organizational support found that perceived organizational support is a determinant of work outcome and personal commitment. Similarly, Tamini *et al.* (2011) found that perceive quality of work life is significantly related to organizational commitment dimensions; namely, affective, continuance and normative. Chow *et al.* (2006) found that organizational support intensifies workers' sense of pride which will lead to raising results while developmental experience had significant effect just on performance. While studies mostly focused on the general scale of organizational support and found a positive relation with job outcome, Xu (2007) considers the organizational work support and non-work support in which the later refers to supportive role of family and friends. But as mentioned earlier, researchers concentrate on the supportive role of organization itself from two perspectives of work and non-work instead and propose that they are related with achievement motivation dimensions. Thus, it is hypothesized that:

- H₁:** There is a relationship between organizational work support and three dimensions of achievement motivation in leadership roles of extension agents in Iran that consists of aspiration, mastery and salience
- H₂:** There is a relationship between organizational non-work support and three dimensions of achievement motivation in leadership roles of extension agents in Iran that consists of aspiration, mastery and salience

Achievement values and preference supports: After reviewing organizational work and non-work supports and achievement motivation, it is important to note that there are individual differences in terms of predominant preference of work and non-work supports. People are not

only different in levels of motivation but also different in orientation of the motivation. Orientation of motivation which is the basis for establishment of value concerns the underlying attitudes and goals that give rise to action (Ryan and Deci, 2000) such as achievement.

Farmer (1985) identified three types of values underlying achievement motivation including intrinsic, competence and social approval. Intrinsic values involve doing something for its own sake whereas competence values imply doing something for utilitarian reasons such as to obtain a skill. Social approval values involve doing something for external approval or recognition (Farmer, 1985). Farmer (1985) has applied the intrinsic, competence and social approval as achievement values and only found intrinsic value as the significant contributor to achievement motivation. Stinglhamber and Vandenberghe (2003) have used the widely recognized distinction of intrinsic and extrinsic values proposed by motivation theorists and found them influencing perceived organizational supports as moderator and affective commitment as dependent variable. Their results also support the influence of intrinsic and extrinsic values on affective commitment that totally mediated through perceived supervisor support (Stinglhamber and Vandenberghe, 2003). Ryan and Deci (2000) in Self-Determination Theory further categorized different types of motivation orientation as intrinsic motivation, extrinsic motivation and amotivation orientation. In which the intrinsic is a vital value, showing the natural human trend to learn, understand and achieve extrinsic is argued to vary considerably in its relative autonomy and thus can either reflect external influences that are self-regulated and amotivation as unwillingness for a behavior (Ryan and Deci, 2000). The present research consistent with Farmer (1985) that considers intrinsic achievement value as a contributor to achievement motivation considers intrinsic motivation as objective achievement value which means doing to get something for themselves. This study further argues for motivated individuals, of Self-Determination Theory categorization, in part are persons with subjective achievement value and that is the reason for a category of subjective value is added on here.

This categorization corresponds to two main types of values an employee may attach to achievement of job roles. The first category of value is objective including intrinsic achievement value. Intrinsic achievement value refers to the work activities because it is directly derived from the very nature of work experiences and contributes to a sense of personal growth. The intrinsically motivated individual interested to exercise their competencies and skills and make meaningful contributions to society. The second category is subjective value that refers to

persons' satisfaction with different aspects of work and non-work life such as family friendly policies and opportunities to care about significant others.

The subjective value is a result of playing different roles at the same time. More specifically, women most likely prefer subjective value which is different from men who are in favour of objective values. Thus, female and male use different types of evaluation value in assessing achievement that comes back to their predominant gender roles and their traditional responsibilities as homemakers and breadwinners. Women generally place more attention than men on their relationships with others and less emphases on whether they are getting ahead (Powell and Graves, 2003) in which this guides them to the subjective value. The effect of subjective achievement value of the present research is further supported by Farmer (1985)'s explanation on negative effects of competing activities stemming from family and home interests on salience dimension of achievement motivation.

The employee with predominant objective or subjective values more likely notices the related organizational support which in this research is classified as work and non-work supports. Therefore, it is hypothesized that:

H₃: Objective and subjective achievement values moderate the relationships of organizational work and non-work supports and achievement motivation dimensions of extension agents in Iran

Based on the above reviews, a research framework is developed as indicated in Fig. 1. The figure demonstrates the research framework in which the organizational work and non-work supports are the independent variables, the aspiration, mastery and salience which are dimensions of achievement motivation as the dependent variables that influence each other in a theoretically determined sequence. The objective and subjective achievement values are the moderator variables that affect the magnitudes of the relationships between the independent variables and dependent variables.

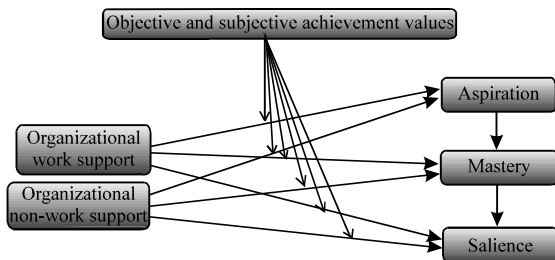


Fig. 1: The research framework

MATERIALS AND METHODS

The population of this study comprised of extension agents from Jihad-e-Agriculture organizations of the Kermanshah, Tehran and Khorasan Razavi provinces in Iran in which around one-fifth (21.8%) are female and 78.2% are male with mean age of 41. A random cluster sampling was conducted to determine the study sample in which from 32 Jihad-e-Agriculture organizations, three were randomly selected as the main clusters of the study. The sample size was determined based on the number of variables and the complexity of the framework based on sampling procedures of Structural Equation Modeling (SEM) (Schumacker and Lomax, 2010). Thus, the sample consisted of 375 extension agents which was calculated by considering the number of cases per variable in a bigger study and the rule of having a sufficiently large sample size. Although, there is a lack of agreement on the meaning of sufficiently large but according to Byrne (2010), a sample size between 150-200 cases is a good minimum and according to Hair *et al.* (2010), sample size that exceeds 400 subjects is risked of having too much power.

A questionnaire was prepared as the instrument of the study. The content and face validity of the instrument have been considered using a panel of experts. The questionnaire was later prepared in Persian which is the language of the respondents and thus, to check the validity of the scales which was originally in English, translation and back translation procedures were performed. The reliability and internal consistency of the data were assessed by conducting a pilot study. The results indicated that all variables showed acceptable values of Cronbach's alpha. Questionnaires were distributed to respondents using drop-and-pick procedures and postal questionnaires. A total of 303 questionnaires were collected. The data were analyzed using SEM.

In addition to demographic variables, the variables in the present study include organizational supports, objective and subjective achievement values and achievement motivation dimensions including aspiration, mastery and salience. The measurement scale utilized 5-point Likert scales from strongly disagrees to strongly agree, to identify the extent of agreement with each item. Therefore, the questionnaire consists of first Perceived Organizational Support scale cited in Hochwarter *et al.* (2003) that originated back to the scale for questions on organizational supports (Eisenberger *et al.*, 1985). Second Work Preference Inventory (WPI) (Amabile *et al.*, 1994) had been used for questions on objective achievement value (intrinsic) and subjective achievement

value scale was developed by researchers according to the reviewed literature. Third the coping version of career aspiration scale (Cannon, 2004; Hensley, 2002) that was adapted and translated to Persian in Karami *et al.* (2009, 2011) utilized for questions on the aspiration Work and Family Orientation Questionnaire (WOFO) designed by Helmreich and Spence in 1978 cited in Leal (2006) to measure mastery, the Farmer (1997) scale for questions on salience.

RESULTS AND DISCUSSION

Prior to conducting the data analysis, data were screened for normality and multicollinearity as the basic assumption that would affect the analysis results. Using Maximum Likelihood Estimation approach in conducting SEM, it is necessary that normality is ensured as an important assumption (Byrne, 2010). The normality assessment showed the skewness ranged from -1.043 to 0.244 and kurtosis from -0.962 to 0.685 in which there was no item to be non-normal. Another important assumption is multicollinearity. Multicollinearity raised when correlation estimates of two variables is ≥ 0.9 (Hair *et al.*, 2010) which means that variables represent the same underlying construct. The results of the correlation estimates among the constructs ranged from 0.207-0.526 and confirmed that there was no possibility of multicollinearity. Then, to answer the study’s hypotheses, two stages of analyses were conducted as general procedures in using the SEM: The first stage was about developing and assessing the measurement model and the second stage was about specifying and assessing the structural model.

The measurement model: The measurement model was specified to verify that the items written to reflect the unobserved constructs do so in a reliable manner (Hair *et al.*, 2010). The specified measurement model was improved by considering the factor loadings and modification indices. The GOF indices of the measurement model assessment show that the measurement model presents a relatively good fit between the data and the proposed measurement model. The $\chi^2 (340) = 670.449$, $p = 0.000$, $\chi^2/df = 1.972$, GFI = 0.868, AGFI = 0.842, CFI = 0.925, NFI = 0.859, TLI = 0.916, IFI = 0.925, RMSEA = 0.057.

Thus, it could be interpreted that CFI, TLI and IFI significantly pass their cutoff value (0.9). In addition, the RMSEA falls between the recommended range of acceptability (between 0.03 and 0.08) (Hair *et al.*, 2010). Thus, the measurement model meets the requirement of four indices which according to Hair *et al.* (2010) would be sufficient to claim for a good model fit.

The main purpose of measurement model specification is assessment of construct validity relating to the internal structure of an instrument and the concept it is measuring (Muijs, 2004). The construct validity was satisfied in this study by which all the items had high-standardized factor loading on their underlying constructs (values ranged from 0.591-0.871). Moreover, Table 1 presents the results of construct validity assessment in terms of Average Variance Extracted (AVE), construct reliability, the significance of measures on their underlying constructs and correlation estimate among constructs which in compare with AVE is the determinant of discriminant validity. The convergent validity for all constructs based on the AVE was equal to or exceeded the minimum criterion of 0.50 indicating that the majority of the variance was explained by the constructs. The alpha values for the constructs ranged from 0.82-0.89 and exceeded the minimum requirement of 0.7, ensuring adequate internal consistency. Also, all the items were significant on their underlying constructs. The squares of correlation between each two constructs were less than AVE of each one of the constructs that support their discriminant validity (Table 1).

The structural equation model: After specification and validation of the measurement model, then the structural model was represented by specifying the set of relationships between constructs. Figure 2 shows the result of structural model with standardized regression weights. The structural model indicates that the data fit the model by meeting the requirement of four indices: $\chi^2 (341) = 676.458$, $p = 0.000$, $\chi^2/df = 1.984$, CFI = 0.924,

Table 1: AVE, correlations and construct reliability estimate

Variables	AVE	1	2	3	4	5
Aspiration	0.535	0.880				
Mastery	0.545	0.312**	0.870			
Salience	0.542	0.301**	0.303**	0.870		
Organizational non-work support	0.590	0.290**	0.207**	0.337**	0.820	
Organizational work support	0.606	0.283**	0.283**	0.273**	0.526**	0.89

**Diagonal elements are construct reliability

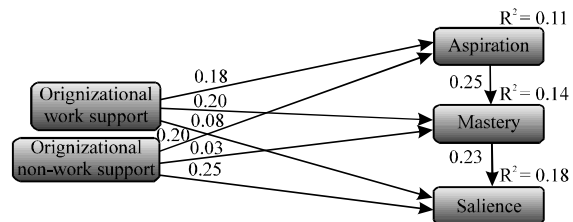


Fig. 2: The structural model with standardized regression weights

TLI = 0.915, IFI = 0.924, RMSEA = 0.057. The next step is the interpretation of the results in relation to the study hypotheses 1-3. Before that it is important to note that the study dependent variables, which are aspiration, mastery and salience, theoretically conceptualized in a sequential order which is confirmed by present study results. The results of the structural model (Fig. 2 and Table 2) shows that there is a significant positive relationship between latent construct of aspiration and mastery ($\beta = 0.251$, CR = 3.707, $p = 0.000$). Further, there is a significant positive relationship between mastery and salience ($\beta = 0.233$, CR = 3.593, $p = 0.000$). Thus, the data show that there is a significant path from aspiration to mastery and salience which is in accordance with London and Noe (1997)'s Theory.

H₁: There is a relationship between organizational work support and three dimensions of achievement motivation in leadership roles that consists of aspiration, mastery and salience

The results as showed in Fig. 2 and Table 2 show that there is a positive significant relationship between organizational work support and aspiration ($\beta = 0.180$, CR = 2.286, $p = 0.022$) which shows that by any one unit standardized division increases in the organizational work support, aspiration dimension of achievement motivation will increase by 0.180. The relationships of organizational work support and mastery also is positive and significant ($\beta = 0.196$, CR = 2.462, $p = 0.014$) while there is no significant relationships between organizational work support and salience ($\beta = 0.078$, CR = 1.001, $p = 0.317$). It means that for any one unit standardized division increases in the organizational work support mastery dimension of achievement motivation will increase by 0.196 while organizational work support could not increase salience in a significant way. Thus, the hypothesis 1 is supported for relationships of organizational work support with aspiration and mastery while it is rejected in the case of salience.

H₂: There is a relationship between organizational non-work support and three dimensions of achievement motivation in leadership roles that consists of aspiration, mastery and salience

According to the results as shown in Fig. 2 and Table 2, there is a significant and positive relationship between organizational non-work support and aspiration ($\beta = 0.198$, CR = 2.593, $p = 0.010$). The relationship of organizational non-work support and mastery is not significant ($\beta = 0.031$, CR = 0.405, $p = 0.686$), while there is a significant relationship between organizational non-work support and salience ($\beta = 0.250$, CR = 3.348, $p = 0.000$). It means that for any one unit standardized division increases in the organizational non-work support, aspiration will increase by 0.198 and salience will increase by 0.250 while organizational non-work support could not increase mastery in a significant way. Thus, hypothesis 2 is supported for the relationships of organizational non-work support with aspiration and salience while it is rejected in the case of mastery.

H₃: Objective and subjective achievement values moderate the relationships of organizational work and non-work supports and achievement motivation dimensions

To examine the moderation effect of achievement values on the relationships of organizational support and achievement motivation multi-group analysis was conducted. The multi-group analysis produced two variant and invariant group models in which the former referred to group difference and the later refers to sharing same regression weights (Hair *et al.*, 2010).

Table 3 shows the goodness of fit statistics for two variant and invariant models. The results show that based on the baseline fit indices such as IFI, TLI and CFI both model fit the data and the value for these indices exceed the recommended value of 0.9. Also, in both variant and invariant models, the RMSEA value is the same (0.043)

Table 2: Regression weight in hypothesized structural model

Hypothesized path	Untandardized regression weights	SE	Standardized regression weights	CR	p-value
Organization work support ~ Aspiration	0.167	0.073	0.180	2.286	0.022
Organization non work support ~ Aspiration	0.173	0.067	0.198	2.593	0.010
Organization work support ~ Mastery	0.165	0.067	0.196	2.462	0.014
Organization non work support ~ Mastery	0.024	0.060	0.031	0.405	0.686
Organization work support ~ Salience	0.078	0.078	0.078	1.001	0.317
Organization non work support ~ Salience	0.235	0.070	0.250	3.348	0.000
Aspiration ~ Mastery	0.228	0.062	0.251	3.707	0.000
Mastery ~ Salience	0.277	0.077	0.233	3.593	0.000

Table 3: Summary of fit indices variant and invariant models

Models	CMIN	df	p	CMIN/df	IFI	TLI	CFI	RMSEA
Variant	1069.359	682	0.000	1.568	0.915	0.904	0.913	0.043
Invariant	1139.680	747	0.000	1.526	0.912	0.901	0.912	0.043

Table 4: Nested Model comparisons (Assuming variant model to be correct)

Model	df	CMIN	p-value	NFI Delta-1	IFI Delta-2	RFI rho-1	TLI rho-2
Invariant	65	70.321	0.04	0.013	0.015	0.004	0.003

Table 5: Regression weights: (subjective and objective-unconstrained/variant model)

Hypothesized path	Estimate	SE	Standardized	Estimate	CR	p-value	
Subjective	Work support ~ Aspiration	0.149	0.094	0.165	1.582	0.114	
	Non work support ~ Aspiration	0.148	0.069	0.213	2.134	0.033	
	Work support ~ Mastery	0.126	0.087	0.150	1.455	0.146	
	Non-work support ~ Mastery	0.086	0.063	0.133	1.363	0.173	
	Work support ~ Salience	0.152	0.110	0.139	1.377	0.168	
	Non-work support ~ Salience	0.197	0.081	0.234	2.439	0.015	
	Aspiration ~ Mastery	0.249	0.088	0.267	2.835	0.005	
	Mastery ~ Salience	0.283	0.117	0.219	2.422	0.015	
	Objective	Work support ~ Aspiration	0.332	0.097	0.356	3.418	0.000
		Non-work support ~ Aspiration	0.093	0.113	0.080	0.823	0.411
Work support ~ Mastery		0.187	0.091	0.225	2.048	0.041	
Non-work support ~ Mastery		-0.064	0.103	-0.062	-0.625	0.532	
Work support ~ Salience		0.090	0.094	0.101	0.958	0.338	
Non-work support ~ Salience		0.173	0.112	0.183	1.544	0.054	
Aspiration ~ Mastery		0.196	0.089	0.220	2.207	0.027	
Mastery ~ Salience		0.254	0.102	0.237	2.502	0.012	

and less than the recommended range of 0.08 which suggested the fit of both models to be adequate (Table 3). However, the values for above mentioned indices in the variant model show a slightly better fit.

The level of goodness of fit for the variant and invariant model was compared based on Nested Model Comparisons. Table 4 portrays the results in which the chi-square is significant at the 0.05 level ($p = 0.04$). Thus, two models are significantly different in their goodness of fit. A statistically significant difference between models indicates that the path estimates are different and the moderation effect of achievement values on the relationships of organizational supports and achievement motivation dimensions do exist. Consequently, the variant model is confirmed in terms of better fit and then the hypothesized regression path for subjective and objective were compared based on the variant model group.

The results of moderating effects assessment show that objective achievement value significantly moderates the path relation between organization work support and aspiration ($\beta = 0.356, p = 0.000$), organization work support and mastery ($\beta = 0.225, p = 0.041$) (Table 5). It means that the employees with individual with predominant objective value show a preference on organization work support that is consistent with finding of H_1 as we found organization work support as significant contributor in aspiration and mastery.

The result of moderating effects assessment as portrayed in Table 5 show that subjective achievement value significantly moderates the path relation between organization non-work support and aspiration ($\beta = 0.213, p = 0.033$), organization non-work support and salience ($\beta = 0.234, p = 0.015$). It means that the employees with predominant subjective value showed a preference on organization non-work support that is consistent with findings of H_2 .

CONCLUSION

To capitalize human resource expertise that is a requirement of knowledge-based society, the Human Resource Development (HRD) professional play a significant role in advising the organizations on the supportive strategies and providing the appropriate support to the employee.

Looking at this study result, the HRD professionals would take a consideration on the importance of work and non-work supports for achievement of leadership roles as favorable treatment that would convey positive regards and employees tend to perform better to pay back for the supports given. Although, the present research begins to shed light on the importance of non-work support in achievement motivation of leadership roles among extension agents but further research is needed to understand the issue in diverse cultures in which employees work because human behavior is culturally-based.

RECOMMENDATIONS

The supportive strategies of organizations are mostly significant contributors for motivating the employee for higher performance or achievement but which kind of support could intensify which kind of behavior. The present study results declare that organizational work support including support for the work goal structure and attainment along with professionalism, development opportunities and meritocracy are significant contributors in aspiration and mastery dimensions of achievement motivation in leadership roles. But most importantly, there is a new lesson to learn that work support stops after aspiring the employees and helping them to master the role or task and could not motivate them to persist on the

task referring to salience dimension of achievement motivation in leadership roles. It is the organizational non-work support which in addition to motivating the employees in aspiration level could support the salience dimension of achievement motivation in leadership roles that help the employees to see involvement in leadership roles as central to their job life. The organizational non-work support refers to family friendly environment that desires a balance between work and family.

In answering to the changing demand of employees for work-life balance due to playing different roles at the same time this study emphasized different orientations of employees which are defined as achievement values. Conceptualization of objective and subjective achievement values arise from gender or predominant gender roles and traditional responsibilities of genders in which female or feminine characters are supposed to prefer subjective value and men or masculine characters are supposed to prefer objective values. The study results on moderating effect of subjective and objective values supports that employee with predominant subjective values are more likely to notice the related support which in this research classified as non-work support. The predominant preferences of support for individuals with predominant objective values are also identified as work support. The reason why we stress on predominant value or preferred support is because all people have variances of value and preferred support but depending on their life span or space, they have a specific predominant preference.

Iran's extension organization responding to the current global changes that highlighted the importance of extension agents HRD function, aims to revitalize agricultural extension in terms of extension agents HRD function for supporting people engaged in agricultural production and improving their livelihoods and well-being. One of the strategies was to provide appropriate level of work and non-work supports for extension agents. The present study results show that the provided work and non-work supportive strategies is a contributor in three dimensions of achievement motivation in leadership role of extension agents. Thus work and non-work supports are complements of each other in achievement of leadership role which is the significant role in HRD function of Iran's extension agents. More precisely, when work support could motivate the aspiration and mastery as two initial level of achievement motivation, non-work support in addition to rising aspiration would take the extension agents further than mastery level and reach them to salience level. Salience is the final level of achievement motivation in which the employees sees involvement in the purposed role as remarkable and important in their career life and

persist on playing that role which, in this case, is leadership role. The result of significant moderating effect of achievement values is an important lesson that further supports the importance of providing work and non-work supports as the complement in Iran's extension systems. In which, the work support is an answer to the extension agents with predominant objective value and non-work support is responding to the extension agents with predominant subjective value.

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