

**FACTORS INFLUENCING ACHIEVEMENT MOTIVATION IN LEADERSHIP
ROLE OF EXTENSION AGENTS IN IRAN**

By

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

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DEDICATION

This dissertation is dedicated to my best friend and husband, Mohammad, and my lovely daughters Delvin and Narin, for respecting the path I have chosen throughout my entire academic journey.

To my mother and father for their unwavering love, faith, support, and belief in me.

Abstract of thesis presented to the Senate of the Universiti Putra Malaysia in Fulfillment of the requirements for the degree of Doctor of Philosophy

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This study aims to examine factors influencing achievement motivation in leadership role of extension agents in Iran. Agricultural extension in the coming years has to go beyond the role of transfer of technology and get involved in leadership role related to capacity building, team building, and institutional restructuring in the extension system. Past studies have indicated that there were variations in the results regarding extension agents' level of leadership role attainment and little is known about the level of achievement motivation in leadership role among extension agents in Iran. It was also suggested that further research should focus on differences between men's and women's achievement motivation in leadership role due to women's low self-perception in leadership role, gender ratio, and the importance of gender homophily of leader and follower in the community. Using Bandura's social cognitive theory and Farmer's model of achievement motivation this study examines the influence of background factors on

achievement motivation in leadership role directly, and indirectly as mediated through personal and environmental factors.

The study adopted a cross sectional survey and a structured questionnaire for data collection. The study involved 303 respondents, selected through a cluster sampling technique involving Jihad-e-Agriculture organizations in three provinces of Kermanshah, Tehran, and Khorasan Razavi in Iran. Descriptive analysis and Structural Equation Modeling (SEM) under the AMOS software and independent sample t-test in SPSS were used in the analysis.

Results of the SEM in direct model indicated that the model was fit the data. The results of hypotheses testing in the direct structural model showed that there were significant relationships between masculinity, femininity, leadership stereotypes and achievement motivation in leadership role. Among the personal factors, self-efficacy, intrinsic achievement value, extrinsic achievement value, and leadership competencies showed significant and positive relationships with achievement motivation in the leadership role of extension agents.

To test the mediating effect of personal and environmental factors on the relationships of background factors and achievement motivation in leadership role an overall structural model was developed and the results showed a good fit of the model. The results also indicated a partial mediating effect of self-efficacy, intrinsic, extrinsic, and leadership

competencies in the relationship between masculinity and achievement motivation in leadership role. The relationship between femininity and achievement motivation was partially mediated through subjective, extrinsic, leadership competencies, and mentoring. There were indirect effects of subjective and leadership competencies on the relationships between work experience and achievement motivation. Lastly, self-efficacy, subjective achievement value, and mentoring, partially mediated the relationship between leadership stereotypes and achievement motivation. The mediating influence of personal and environmental factors on the relationships between masculinity, femininity, leadership stereotypes and achievement motivation was confirmed by using bootstrapping method. The results of full mediation model showed that 78% of variance of achievement motivation in leadership role was explained by the proposed model.

This study contributes knowledge on the pre-influence of background factors in shaping cognitive abilities of individuals and environmental factors on achievement motivation in leadership role. Insights generated from this study would certainly be useful to improve practice and performance of organizations, agents, and clients in the entire extension system.

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

**FAKTOR YANG MEMPENGARUHI MOTIVASI KEJAYAAN DALAM
PERANAN KEPEMIMPINAN AGEN PENGEMBANGAN DI IRAN**

Oleh

ROYA KARAMI

May 2011

Pengerusi: Profesor Maimunah Ismail, PhD

Fakulti: Fakulti Pengajian Pendidikan

Tujuan kajian ialah untuk mengenal pasti faktor yang mempengaruhi motivasi kejayaan dalam peranan kepemimpinan agen pembangunan di Iran. Pembangunan pertanian dijangkakan perlu mengorak langkah melebihi peranan pemindahan teknologi iaitu terlibat pesat dalam kepemimpinan seperti pembangunan kapasiti individu, kerja berpasukan dan pembentukan semula insitansi. Kajian-kajian lepas telah menunjukkan bahawa terdapat variasi tentang tahap motivasi kejayaan dalam peranan kepemimpinan dan terdapat jurang pengetahuan mengenainya dalam kalangan agen pembangunan di Iran. Adalah juga dicadangkan supaya kajian berkaitannya dijalankan dalam kalangan agen pembangunan lelaki dan wanita atas justifikasi persepsi sendiri yang rendah wanita, nisbah gender dan keperluan ciri homofili antara agen dan klien dalam sistem

pengembangan. Dengan menggunakan teori kognitif sosial Bandura dan model motivasi kejayaan Farmer, kajian ini telah dijalankan untuk mengenal pasti pengaruh faktor latar belakang ke atas motivasi kejayaan dalam peranan kepemimpinan secara terus, dan secara tidak terus dengan menggunakan faktor peribadi dan persekitaran sebagai faktor mediasi.

Kajian ini menggunakan survei cross-sectional dan menggunakan borang soal selidik berstruktur. Data dikumpul daripada 303 responden yang mana mereka dipilih dengan menggunakan teknik persampelan kluster melibatkan organisasi Jihad-e-Agriculture dalam tiga wilayah di Iran iaitu Kermanshah, Tehran, and Khorasan Razavi. Analisis deskriptif dan *Structural Equation Modeling (SEM)* daripada perisian AMOS dan sampel bebas ujian-t daripada SPSS telah digunakan dalam analisis.

Keputusan SEM dalam model terus menunjukkan data adalah menepati model yang dibentuk. Dalam menguji hipotesis hasil kajian menunjukkan terdapat hubungan signifikan antara maskuliniti, femininiti, stereotaip kepemimpinan dan motivasi kejayaan dalam peranan kepemimpinan. Antara faktor peribadi, self-efikasi, nilai kejayaan intrinsik, nilai kejayaan ekstrinsik, kompetensi kepemimpinan menunjukkan kaitan positif secara signifikan dengan motivasi kejayaan dalam peranan kepemimpinan dalam kalangan agen pengembangan.

Untuk mengkaji pengaruh mediasi faktor peribadi dan persekitaran ke atas hubungan antara faktor latar belakang dan motivasi kejayaan dalam peranan kepemimpinan, satu

model telah dibangunkan dan didapati data terhasil menepati model tersebut. Analisis menunjukkan terdapat pengaruh secara separa faktor efikasi sendiri, nilai kejayaan intrinsik, nilai kejayaan ekstrinsik, kompetensi kepemimpinan dalam hubungan antara maskuliniti dan motivasi kejayaan. Hubungan antara femininiti dan motivasi kejayaan juga dimediasi secara separa melalui nilai kejayaan intrinsik, nilai kejayaan ekstrinsik, kompetensi kepemimpinan dan pementoran. Terdapat juga kesan secara tidak terus untuk kompetensi kepemimpinan terhadap hubungan antara pengalaman kerja dan motivasi kejayaan dalam peranan kepemimpinan. Akhir sekali, efikasi sendiri, nilai kejayaan subjektif, dan pementoran, menunjukkan kesan mediasi secara separa tentang hubungan antara stereotaip kepemimpinan dan motivasi kejayaan. Pengaruh mediasi faktor peribadi dan persekitaran ke atas hubungan antara maskuliniti, femininiti, dan stereotaip kepemimpinan disahkan melalui teknik *bootstrapping*. Hasil analisis penuh mediasi mendapati model yang terhasil menerangkan 78% varians motivasi kejayaan dalam peranan kepemimpinan.

Kajian ini menyumbang pengetahuan tentang pra-pengaruh faktor latar belakang ke atas kebolehan kognitif individu dan kemampuan faktor persekitaran untuk mempengaruhi motivasi kejayaan dalam peranan kepemimpinan agen pengembangan di Iran. Penemuan kajian sesungguhnya akan mampu digunakan dalam memperbaiki amalan dan prestasi organisasi, agen dan klien dalam keseluruhan sistem pengembangan di kawasan kajian.