

## AN INTER-RELATIONSHIP OF ENTREPRENEURIAL PERSONALITY, COMMITMENT AND SELF-INDEPENDENT IN A TERENGGANU AGRICULTURE INDUSTRY

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### **Abstract**

*Federal Agriculture Marketing Authority (FAMA) is an agency under Ministry of Agriculture and Agro-Based Industry which is responsible to realize the concept of farmers market (Pasar Tani) in constructing the personality of farmers to become agropreneurs. Fundamentally, the paper focuses on assessing the relationship of entrepreneurial personality, entrepreneurial commitment and self-independent of agropreneurs in Pasar Tani, Terengganu. There are three attributes that has constructed in entrepreneurial personalities, including; achievement motivation, customer relation and grab opportunities. This survey research was using Path-Model to acquire the causal relation and Multiple Regression Analysis to verify the associations between variables. As well as to measure the entrepreneurial perceptions, this study was inquiry data from 246 agropreneurs who are engaged with the Pasar Tani program in FAMA, Terengganu. The results of multiple regressions analysis indicate that only the factor of grab opportunities in entrepreneurial personality is significantly associated to both entrepreneurial commitment and the self-independent. Meanwhile, the others two factors of entrepreneurial personality (e.g. achievement motivation, customer relation) are only significantly associated with entrepreneurial commitment. Furthermore, the intermediary factor of entrepreneurial commitment is significantly associated with the self-independent. Therefore, the path-model showed that the factor of entrepreneurial commitment become as an intermediary variable with indirect effect of both achievement motivation and customer relation toward self-independent. Generally, these findings give evidence that path-model become crucial to study the relationship of entrepreneurial personality, entrepreneurial commitment and self-independent of agropreneurs in FAMA Terengganu.*

**Keyword(s):** Path-Model, Entrepreneurial Personality, Entrepreneurial Commitment, Self-Independent, Agropreneurs, Farmer Market.

### **1. Introduction**

It is widely recognize that agriculture and agro-based industry in Malaysia is unlikely to be achieved by the development of one sector alone, however, it must be integrated with other field of study, as reflected in previous literature, such as; Jarkko et al (2006) that was integrated the development entrepreneurial skill and innovation of agro-based product; and, Austin (1981) that was highlighted on economic development in rural industrial development. As well as this study is concerned, the field of psychology (e.g. personality, commitment, motivation) also considered as a grounded concept to integrate the establishment of agropreneurs study in a context of entrepreneurial personality and commitment in Malaysia Federal Agriculture Marketing Agency (FAMA). Fundamentally, FAMA is an agency which is responsible to implement the government policies regarding the agro-marketing and agropreneurs. Since last two decades, FAMA has launched the concept of farmer markets (*Pasar Tani*) for those farmers who are desire to sell their product direct to consumer. In addition, the concept of *Pasar Tani* has given opportunities to farmers to develop their business and entrepreneurship in agriculture and personality traits in a context of agropreneurs. Therefore, the purpose of this study is to postulate the inculcation of entrepreneurial personality among agropreneurs toward the entrepreneurial commitment and self-independent.

In order to supported this study, Littunen (2000) has mentioned that a vast of typical characteristic of entrepreneurial personality that has been discussed by researchers, such as; ability to take risk, innovativeness, knowledge of how the market functions, manufacturing know how, marketing skills, business management and ability to cooperate. Additionally, previous literature also expanded the analysis of entrepreneurial personality and commitment toward the development self-independent of entrepreneurs. Wingwon et al (2010) has added that the basic success factor and the growth factor of small and medium enterprises in the future is rely on the entrepreneur's independently, which focused on; business vision, administration and professional skills, technology advancement and the access to the updated information and data in timely manner. Gurol and Atsan (2006) also have developed the concept of entrepreneurial personality and contributing to the entrepreneurial commitment in their study. As well as to develop the concept of entrepreneurial personality in Malaysian agropreneurs, the literature has shown that the essential factors of achievement motivation, ability to develop a better relationship, and grab market opportunities are associated to the factors of entrepreneurial commitment and self-independent.

## **2. Agropreneurs and FAMA**

As claimed by Jarkko et al (2006), the term of agropreneurs is a combination of two words, agro and preneurs. *Agro* is a short term of agriculture and, whereas *preneur* is a stand of entrepreneurship. The combination term of agropreneurs defined the meaning of entrepreneurship which is practicing by farmers who are desire to succeed in a farm business. Additionally, agropreneurs should be diversifying their activities that they set up businesses which can augment their farm income and allow them to continue to live on the land. As well as this study is concerned, Federal Agriculture Marketing Authority or known as FAMA is an agency under Ministry of Agriculture and Agro-Based Industry which is responsible to construct the farmers in farmers market (*Pasar Tani*) to become highly entrepreneurial personality, commitment and self-independent. Thus, it has been postulated that the factor of entrepreneurial commitment and self independent can make a significant contribution to farmers in *Pasar Tani* through increased their personality traits in a context of entrepreneurship. Previously, this Ministry also has spent RM500 million in a year of 2003 in entrepreneurial development program to turn personality of farmers into agropreneurs (Utusan Malaysia, 2004). Fundamentally, the transformation of conventional farmers into a visionary agropreneurs, a lot of entrepreneurship programs has been implemented, such as; short-term courses in the entrepreneurship training, entrepreneurial consulting, financial assistance, guidance, and alternatively entrepreneurial advising has been implemented. The purposes of entrepreneurship programs in FAMA are to change the culture of farmers who are involved in conventional agriculture activities to become visionary agropreneurs in a competitive market.

## **3. Limitation of Study**

There are two types of limitation of this study are concerned, namely, limitation of theory and limitation of population. In term of limitation of theory, this study focused on relationship of entrepreneurial personality, entrepreneurial commitment, and self-independent. Consequently, there are three factors of entrepreneurial personality will be structure as independent variables in this study, there are; achievement motivation, customer relation, and grab opportunities. Meanwhile, the factor of entrepreneurial commitment become as an intermediary variable, and self-independent as dependent variable. Furthermore, the limitation of population will covered the group of farmers who are registered as agropreneur in FAMA Terengganu. According to the report of FAMA (2009), there are 664 populations of agropreneurs in Terengganu are registered with FAMA in several places of *Pasar Tani*, there are; Padang Hiliran, Permint Jaya Chendering, Kuala Berang, Jabi, Jertih, Alor Lintang, Bandar Baru Kerteh, Kuala Besut, Kampung Raja Besut, Sri langkap.

## **4. Literature Review**

The development dynamics of entrepreneurship can vary from one local community to another and even within one region. Differences among entrepreneurship environments are also influenced to the factors of entrepreneurial personality, commitment and self-independent. In order to conceptualize the entrepreneurship within agriculture and agro-based industry, we have attempted to synthesize the concept of entrepreneurial personality and entrepreneurial commitment towards the developing of self-independent. Fundamentally, in the middle of the last century, personality traits become both fashionable and popular as an explanation of entrepreneurial behaviors. Most of researcher attempts to explore the relationship between personality traits and entrepreneurship toward the business commitment.

According to Llewellyn and Wilson (2003), personality traits and entrepreneurship are inherently linked, but it's depending on the limitation of conceptual clarity in the scope of study. Some of researchers attempts to use of narrow traits to study the numerous factors of entrepreneurial personality, such as risk taking, achievement motivation, locus of control, self-efficacy and grab opportunities (Cooper, 1995). Furthermore, the meaning of entrepreneurial personality in this study constructs to explain the social or human study which are analyze about the entrepreneurial motivation, customer reation, and grabbing the opportunities.

Meyer et al (1993) suggest that commitment is a psychological state that characterizes the individual's relationship with a business, and has implications for the decision-making, problem solving, risk-taking and grab opportunities in the business. Entrepreneurial commitment become more commonly use to measure an entrepreneurial personality and self-independent. According to Schaefer (1989), the term of commitment in sociology refers to the enthusiastic acceptance of pleasurable duties that comes as the recruit identifies the positive task of an occupation. Commitment also looks in psychology perspective which stated that characterizes the individual's relationship with an organization, and has implications for the decision to continue membership in the company. Meanwhile, the term of commitment in business management has defined as the relative strength of individual's identification with and involvement with a particular organization (Swailles, 2004). Nevertheless, entrepreneurial personality becomes important to construct entrepreneurial commitment which is contributed to the self-independent in a business.

Meanwhile, the concept of self-independent in entrepreneurship is more on the entrepreneurial character toward the internal locus of control. Individuals who are highly self-independent believe that their personal actions directly affect the outcome of event. According to Rotter, (1966), a self-independent expectation refers to control over one's own life, where the results of one's actions are considered to be dependent either on one's own behavior or one's permanent characteristics. Furthermore, Littunen (2000) has added that several attributes in self-independent, such as; the ability of entrepreneurs to influence events and capable to turning these thoughts into actions.

## 5. Research Hypothesis

Furthermore, the outcome of literature review could be summarized into seven hypotheses. Fundamentally, this hypothesis has been divided into two groups. The first group of hypotheses (1<sup>st</sup>. layer) will concern on the association of entrepreneurial personality and commitment toward self- independent, there are;

- H1: The factor of achievement motivation will be significantly related to the self-independent
- H2: The factor of customer relation will be significantly related to the self-independent
- H3: The factor of grab opportunities will be significantly related to the self-independent
- H4: The factor of entrepreneurial commitment will be significantly related to the self-independent

Secondly, there are three hypothesis has been tested to find the relationship of entrepreneurial personality and entrepreneurial commitment as well as in the second layer of path-model, these are;

- H5: The factor of achievement motivation will be significantly related to the entrepreneurial commitment
- H6: The factor of customer service will be significantly related to the entrepreneurial commitment
- H7: The factor of grab opportunities will be significantly related to the entrepreneurial commitment

## 6. Methodology

As well as mentioned in any research methodology, the construction of hypothesis was dictated to the choice of research methods. Therefore, researcher has structured the questionnaire into six parts. First part is contained of information on the demographic profiles among agropreneurs in *Pasar Tani*, Terengganu. Furthermore, the factor of achievement motivation become as a second part of questionnaire and follow by the customer relation, grab opportunities, entrepreneurial commitment, and self-independent. As well as literature is concerned, there are four items has been constructed for each variables based on indicators. Meanwhile, all the indicators are referred to the citations, as shown in table 1.

**Table 1: The number of items and citations of variables**

	Variables	Indicators	Citation	Number of Items
Independent	Achievement Motivation	<ul style="list-style-type: none"> <li>• Problems solving</li> <li>• Looking for a better improvement</li> <li>• Set the target</li> <li>• Strive for these targets through own efforts.</li> </ul>	Cooper, 1995; McClelland, 1961	4
Independent	Customer Relation	<ul style="list-style-type: none"> <li>• Sales negotiation</li> <li>• Satisfied the customers' needs</li> <li>• Customer service</li> <li>• Ethical in selling.</li> </ul>	Marks, 1997	4
Independent	Grab Opportunities	<ul style="list-style-type: none"> <li>• Capable to study and identify the market environment</li> <li>• To grab market opportunities</li> <li>• Must have a strong character to face competitors in a marketplace</li> <li>• Strategic to grab opportunities based on resources</li> </ul>	McClelland, 1961	4
Intermediary	Business Commitment	<ul style="list-style-type: none"> <li>• Commitment in business development</li> <li>• Commitment in competitive advantage</li> <li>• Agro-managerial commitment</li> <li>• Committed in profitability</li> </ul>	Meyer, 1993; McKenna, 2005	4
Dependent	Self-Independent	<ul style="list-style-type: none"> <li>• Capable to control the events</li> <li>• Self confidence</li> <li>• Ability to influence events</li> <li>• Capable to turning thoughts into actions</li> </ul>	Littunen, 2000; Rotter, 1996	4

According to the reported by FAMA (2009), there are 664 populations of farmers who are operated their business in ten places of *Pasar Tani* in Terengganu, including; Padang Hilaran (12%), Permin Jaya, Chendering (6%), Kuala Berang (6%), Jabi (4%), Jertih (17%), Alor Lintang (9%), Bandar Baru Kerteh (15%), Kuala Besut (13%), Kampung Raja Besut (10%), and Sri Langkap (8%). In term of simple random sampling, there are only 248 samples was chose based on the number of population of each place of *Pasar Tani*. Table 2 display the number of population, sample and returned back of questionnaires based on each places of *Pasar Tani* in Terengganu.

**Table 2: The number of population, sample and returned**

Places	Population		Sample	Returned
	Number	%		
Padang Hilaran (Mega)	82	12	30	28
Permint Jaya, Chendering	41	6	15	15
Kuala Berang	43	6	15	15
Jabi	25	4	10	10
Jertih (Mega)	112	17	42	37
Alor Lintang	62	9	22	19
Bandar Baru Kerteh (Mega)	100	15	37	35
Kuala Besut	84	13	32	31
Kg. Raja Besut	65	10	25	25
Sri Langkap	50	8	20	20
TOTAL	664	100	248	235

## 7. Analysis and Findings

There are 248 set of questionnaire was distributed to agropreneurs in Pasar Tani Terengganu, however, there are only 235 (95%) completed usable questionnaires were returned to represented several places of *Pasar Tani* in Terengganu (see table 2). Then, the data was entered and analyzed with the Statistical Package for Social Sciences (SPSS) software programme (version 16.0). Furthermore, this paper will study several stages of analysis which included descriptive and inferential analysis, there are; reliability analysis, descriptive of entrepreneurial profiles, regression analysis, and path-analysis.

### 7.1 Reliability Analysis

As well as to study the consistency and stability of questionnaire, reliability test becomes essential and as a starting-point before further analysis in hypothesis. The first run of test which administered on 235 respondents, yielded the cronbach alpha was read several variables in this study.

It indicates the most of the variables that has been investigated in this study are found to be reliable, such as; self-independent (0.546), achievement motivation (0.661), customer relation (0.713), grab opportunities (0.763), and entrepreneurial commitment (0.554). Table 3 showed the results of reliability tests.

**Table 3: Results of reliability tests**

Section	Variable	Number of Cases	Reliability Coefficients ALPHA
Self-Independent	Dependent	235	0.546
Achievement Motivation	Independent	235	0.661
Customer Relation	Independent	235	0.713
Grab Opportunities	Independent	235	0.763
Entrepreneurial Commitment	Dependent	235	0.554

## 7.2 Descriptive of Entrepreneurial Profiles

Basically, most of creative entrepreneurs in FAMA Terengganu are male which frequency of 146 persons equal to 62.1 percent and the rest are female which have 89 respondents (37.9%). In term of age, the majority of farmers are age in between of 40 – 49 years old (40.4%), followed by age above 50 years old (32.3%), 30 - 39 years old (16.6%), 20 – 29 years old (8.9%), and age below 19 years old (1.7%). The majority of farmers are operated their farm-retails in Jertih (15.4%), Kerteh (14.9%), Kuala Besut (13.2%), Padang Hiliran (11.9%), Kampung Raja (10.6%), Sri Langkap (8.5%), Alor Lintang (8.1%) and both Permint Jaya and Kuala Berang are 6.4%. Meanwhile, the term of operations has shown that is 64.7% are operated above eleven years, followed by 22.6% are operated in between 6 – 10 years, and only 11.1% are operated less than five years. Furthermore, most of farmers in Pasar Tani are engaged in a selling of vegetables (35.3%), Livestock (21.7%), agro-based (19.6%), fruits (12.3%), herbs (8.9%) and aquaculture (1.7%). In term of entrepreneurship training courses attended by farmers, there are 81 respondents (34.5%) are never attended in any courses that organized by FAMA, followed by 64 respondents (27.2%) are attended on one course only, 63 respondents (26.8%) are attended on two courses, 25 respondents (10.6%) are attended on three course, and only 2 respondents (0.9%) are attended more than four courses. Table 4 show the frequency and percentage of demographic profiles of agropreneurs in *Pasar Tani*, Terengganu.

**Table 4: Demographic Profiles of Agropreneurs**

	Frequency	Percentage		Frequency	Percentage
<b>Gender</b>			<b>Term of Operation</b>		
Male	146	62.1	Less than 5 years	26	11.1
Female	89	37.9	6 – 10 years	53	22.6
Total	235	100.0	More than 11 years	152	64.7
<b>Age</b>			Total	231	98.3
Below 19 years old	4	1.7	<b>Types of Product</b>		
20 – 29 years old	21	8.9	Vegetables	83	53.5
30 – 39 years old	39	16.6	Livestock	51	21.7
40 – 49 years old	95	40.4	Agro-based	46	19.6
Above 60 years old	76	32.3	Fruits	29	12.3
Total	235	100.0	Herbs	31	8.9
<b>Pasar Tani</b>			Aquaculture	4	1.7
Padang Hiliran	28	11.9	Total	234	99.6
Permint Jaya	15	6.4	<b>Attended in Training of Agropreneurs</b>		
Kuala Berang	15	6.4	Never attended	81	34.5
Jabi	10	4.3	Attended in 1 time	64	27.2
Jertih	37	15.7	Attended in 2 times	63	26.8
Alor Lintang	19	8.1	Attended in 3 times	25	10.6
Kerteh	35	14.9	Attended in 4 times	2	0.9
Kuala Besut	31	13.2	Total	235	100.0
Kg. Raja Besut	25	10.6			
Sri Langkap	20	8.5			
Total	235	100.0			

## 7.3 Regression Analysis

In order to test the hypothesis of the study, researcher has utilized a multiple regression analysis to tests the significance relationship between variables.

Firstly, the analysis was tested on hypotheses in a first layer, included; *H1, H2, H3, and H4*. The results indicated that the multiple correlation coefficient (R) which using all predictors simultaneously is 0.184 and R square is 0.340 which means that 34 percent of the variance in a self-independent can be predicted from the factors of entrepreneurial personality. In term of Beta value and significance study of each hypothesis, the results indicates that two out of four hypotheses are positively significance and accepted, there are; hypothesis 3 ( $B=.254, p=.039$ ) and hypothesis 4 ( $B=.283, p=.021$ ). However, the other two hypothesis are not significance and rejected of this study, there are; hypothesis 1 ( $B=-.039, p=.578$ ) and hypothesis 2 ( $B=.019, p=.789$ ), as show in a table 5.

**Table 5: Results of 1<sup>st</sup>. layer of regression analysis**

Hypothesis	Independent Variable	Beta	P value	Result
Hypothesis 1	Achievement Motivation	-.039	.578	Rejected
Hypothesis 2	Customer Relation	.019	.789	Rejected
Hypothesis 3	Grab Opportunities	.254	<b>.039</b>	<b>Accepted</b>
Hypothesis 4	Entrepreneurial Commitment	.283	<b>.021</b>	<b>Accepted</b>

Note: Dependent variable: Self-Independent

Meanwhile, the second layer of regression analysis would studied the others three hypotheses, there are; *H5, H6, and H7*. The results indicated that the R square is 0.317 which means that 31.7 percent of the variance in an entrepreneurial commitment can be predicted from the factors of personality traits. In term of relationship of entrepreneurial personality and entrepreneurial commitment, the results indicates that all of three hypothesis are positively significance and accepted, there are; hypothesis 5 ( $B=.198, p=0.001$ ), hypothesis 6 ( $B=.283, p=.000$ ), and hypothesis 7 ( $B=.316, p=0.000$ ). The summary of second run of regression analysis’s results is shown in a table 6.

**Table 6: Results of 2<sup>nd</sup>. layer of regression analysis**

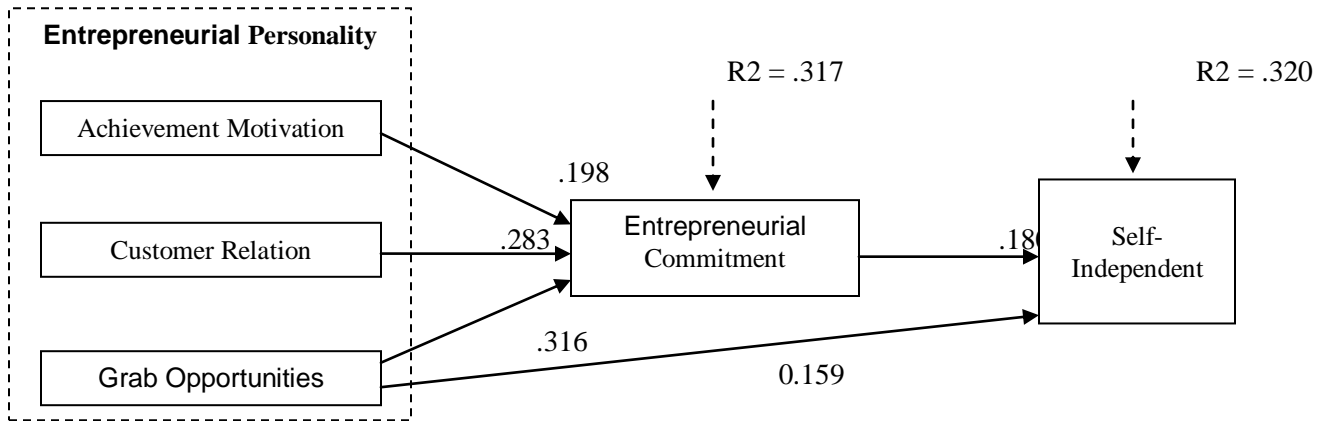
Hypothesis	Variable	Beta	P value	Result
Hypothesis 5	Achievement Motivation	.198	<b>.001</b>	<b>Accepted</b>
Hypothesis 6	Customer Relation	.283	<b>.000</b>	<b>Accepted</b>
Hypothesis 7	Grab Opportunities	.316	<b>.000</b>	<b>Accepted</b>

Note: Dependent variable: Entrepreneurial Commitment

#### 7.4 Path- Analysis

As well as assumed that path-analysis is an extension of the regression analysis (Wright, 1960), this analysis was conducted to examining complex and multidimensional relationships among variables. The significance results of multiple regressions attempt to illustrate the interrelationship of achievement motivation, customer relation, and grab opportunities (independent variables) with the entrepreneurial commitment (intermediary variable), and self-independent (dependent variable). This analysis was used a path coefficient which applied the standard regressions coefficient (beta) to show the direct and indirect effect of independent variables on a dependent variable in the path-model. The first run of multiple regression analysis show that entrepreneurial commitment become as an intermediary variable with the indirect effect of achievement motivation and customer relation toward the self-independent. Meanwhile, the factor of grab opportunities show the results that both direct and indirect effect are significance association toward the self-independent.

Figure 1: Path Model of Entrepreneurial Personality, Commitment, and Self-Independent



However, the second run of multiple regressions analysis, the result of first layer indicates that the R square value is decrease into 0.320 which means that 32 percent of the variance in a self-independent can be predicted from the factor of grab market opportunities and entrepreneurial commitment. Meanwhile, the beta value of grab opportunities ( $B=0.159$ ,  $p=.029$ ) and entrepreneurial commitment ( $B=0.180$ ,  $p=.014$ ) also decrease. As well as all of independent variables toward intermediary variable are significance, therefore, the second run of multiple regression analysis still keep the similar beta and significance value. Figure 1 displays the path-model from the results of multiple regression analysis. As the result of first and second run of regression analysis, this study has indicated that there are two types of path coefficient which are applicable in this path-model, including;

#### a) Entrepreneurial Commitment as Intermediary Variable (Indirect effect)

The relationship of factors of achievement motivation, customer relation, and grab opportunities to the entrepreneurial commitment are significance with the significance value is lower than 0.05, where; the hypothesis 5 indicated that the beta value is .198, the beta value of hypothesis 6 is .283, and beta value of hypothesis 7 is .316. Furthermore, the relationship of entrepreneurial commitment toward the self-independent also show significance association with the the beta value of .283. Hence, the results interpreted that the factor of entrepreneurial commitment become as an intermediary variable in a relationship of entrepreneurial personality (e.g. achievement motivation, customer relation, and grab opportunities) toward the self-independent. Consequently, the relationship of entrepreneurial personality and self-independent aslo considered as an indirect effect in a path-model.

#### b) Entrepreneurial Commitment as Moderating Variable

The figure 1 also showed that the factor of grab opportunities is significantly related directly to the self-independent ( $B=0.159$ ,  $p=.029$ ) as well as a direct effect in a path analysis. However, this path also considered as an indirect effect where both; association of grab opportunities into entrepreneurial commitment ( $B=.316$ ,  $p=0.000$ ), and business commitment into self-independent ( $B=0.180$ ,  $p=.014$ ) also significance. As well as both of path coefficient are significance, therefore, the factor of entrepreneurial commitment considered as a moderating variable in a relationship of grab market opportunities toward self-independent.

### 8. Discussion

In summary, this research has examined and reviewed the extensive literature regarding on entrepreneurial personality, commitment toward self-independent among agropreneurs in *Pasar Tani*, Terengganu. This research used path-analysis to analyze the five variables which are classified either as an independent, intermediate and dependent variable, there are; achievement motivation, customer relation, grab opportunities, entrepreneurial commitment, and self-independent. In order to predict the relationship of indepdent varibales, intermediary and dependent variable, the path analysis was used to measure the alternative path which can be applied in this research. The results indicated that two out of three indepdent variables (e.g. achievement motivation, customer relation) are involved indirect effect which path through an entrepreneurial commitment to self-independent. Therefore, the factor of entrepreneurial commitmet become prominent as intermediary varibale. However, this finding also indicated that the entrepreneurial commitment is not functioning as an intermediary variable in an associaiton of grab opportunities toward self-independent.

However, this analysis has proof that entrepreneurial commitment become as a moderating variable in this relationship. Figure 1 show the inter-connection between variables in a path model. Generally, this findings give a positive results toward the *H3*, *H4*, *H5*, *H6*, and *H7*, as claimed by McClelland, (1961); Marks (1997); Cooper, 1995; McKenna (2005); Littunen (2000) and Rotter (1996).

## 9. Conclusion

It is generally perceived that the factor of entrepreneurial commitment assist to develop the factors of entrepreneurial personality of farmers in *Pasar Tani* (e.g. achievement motivation, customer relation, grab opportunities) which are contributed to the execution of self-independent. In addition, it is perceived that the factor of entrepreneurial commitment is contributed not only to bring innovation of agriculture and agro-based industry; however, it will be involving the transformation of conventional farmers into motivated agropreneurs. This study tried to resolve the research questions and hypothesis by constructing a path-model to look the path coefficient between variables. As noted in literature, agropreneurs in FAMA also need the strong entrepreneurial personality which are helping their development of entrepreneurial commitment and becoming more self-independent in their business, in a context of achievement motivation, customer relation, and grab opportunities.

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